



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Analyste subalterne	Job/Generic Number / Numéro d'emploi/de générique EC02H02 / 20048301	
Department/Agency / Ministère/Agence ASFC	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-02	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 2(15) + 1(5) + 2(25) + 2(15) + 2(20) + 2(30) + 1(3) + 1(2) + 1(5) = 120	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Directorate/District Direction/District Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Division Division de l'évaluation des programmes (DEP)/Division des pratiques professionnelles (DPP)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Déléguée	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	Signature	2020-11-17 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Soutien à la réalisation d'activités de recherche, de collecte de données et d'analyse dans le cadre de projets d'évaluation.

### **Key Activities – Activités principales**

En tant que membre d'une équipe de projet et sous la direction d'un chef de projet, contribuer à la réalisation de recherches et d'analyses d'évaluation socioéconomique pour appuyer les composantes de projets d'évaluation visant à déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques, des initiatives et des services ministériels et interministériels, conformément à la Politique sur les résultats du Conseil du Trésor.

Consulter le chef de projet pour discuter des buts et des objectifs du projet et pleinement les comprendre.

Contribuer à l'examen des indicateurs de rendement du programme et du projet d'évaluation.

Recueillir des données quantitatives et qualitatives (p. ex. analyse documentaire, examen de documents, analyse des médias) qui serviront à des projets d'évaluation. Vérifier l'exactitude des données quantitatives et valider la source et la méthodologie pour réduire le nombre d'erreurs et de problèmes liés à la qualité des données. Conseiller le chef de projet concernant l'utilité potentielle des données et des sources de données et formuler des recommandations aux fins d'enquête approfondie. Rédiger des sommaires et des recommandations concernant la pertinence des données.

Établir un réseau de personnes-ressources au sein et à l'extérieur de l'Agence pour obtenir des données, clarifier les besoins en matière de données, discuter des données et des documents et échanger des renseignements. Effectuer des examens de documents, des examens des écrits et une analyse du contenu des médias, au besoin.

Participer à titre de membre de l'équipe de projet à des entrevues avec des informateurs clés, à des groupes de discussion et/ou à d'autres séances avec des clients et prendre des notes au besoin.

Aider à la coordination des visites de recherche sur le terrain et peut-être y participer.

Effectuer des analyses des données quantitatives et qualitatives recueillies. Contribuer, avec l'encadrement des collègues de niveau supérieur, à la préparation de produits d'évaluation et de documents de communication. Contribuer à la préparation d'éléments infographiques.

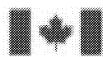
Appuyer les fonctions de secrétariat du Comité consultatif de l'évaluation et du Comité d'évaluation et de mesure du rendement, au besoin.

### **Knowledge - Connaissances**

Connaître les méthodes, techniques et pratiques de recherche et d'analyse pour veiller à ce que des stratégies de collecte de données appropriées soient en place pour la production de constatations fiables et exactes (par exemple, connaissance des enquêtes, des entrevues, des outils d'analyse, des méthodes statistiques, de l'analyse de problèmes, de la formulation et de la validation d'hypothèses, des approches quantitatives, de l'analyse comparative, de l'analyse des tendances).

Connaître les applications de la technologie de l'information, dont les logiciels de traitement de texte et les feuilles de calcul, pour mener les projets d'évaluation et les documenter.

Connaître le mandat, les secteurs d'activité, les politiques, les programmes et les services de l'ASFC. Ces connaissances sont nécessaires pour harmoniser les activités de recherche et d'analyse avec les objectifs des programmes.



Connaître la *Loi sur les douanes*, la *Loi sur l'immigration et la protection des réfugiés*, et la *Loi sur l'Agence canadienne d'inspection des aliments*, pour participer à la réalisation d'évaluations.

Connaître la Politique sur les résultats du Conseil du Trésor et les instruments connexes et connaître de façon générale les normes et les pratiques actuelles liées à l'évaluation des programmes.

## **Decision Making and Analysis - Prise de décision et analyse**

Effectuer régulièrement des analyses qualitatives et quantitatives de documents et de données pour contribuer à la préparation de constatations pour des sous-composantes des études et des projets dans le cadre de l'évaluation menée pour déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives ministériels. Les données qui visent à déterminer les tendances, les anomalies et les écarts sont souvent incomplètes et peuvent être trompeuses, ce qui peut nécessiter la recherche de solutions de rechange pour produire de meilleures données.

Contribuer à la planification et à la réalisation des projets d'évaluation et, plus particulièrement, assimiler et comprendre d'importantes quantités d'information, notamment sur les objectifs des programmes, des politiques et des initiatives, et sur leur orientation actuelle et future; comprendre les problèmes et les besoins ministériels de façon objective et exacte; et compiler, analyser et synthétiser une vaste gamme de données quantitatives et qualitatives, de renseignements et d'éléments probants. Habituellement, les éléments d'information sont nombreux et souvent conflictuels (priorités gouvernementales et ministérielles, intérêts des organismes centraux, relations interministérielles, facteurs environnementaux et autres), et il convient d'en tenir compte.

Demeurer en position assise pendant de longues périodes devant l'ordinateur pour faire du travail de bureau (surtout de la recherche et de l'analyse de documents) et lors des réunions. Tout moment d'inattention peut empêcher le ou la titulaire de saisir tous les renseignements communiqués ou de bien comprendre les sujets abordés.

## **Communication and Contacts - Communication et Contacts**

Fournir des renseignements aux clients concernant le projet et le processus d'évaluation. Établir un réseau de personnes-ressources au sein et à l'extérieur de l'Agence pour obtenir des données, clarifier les besoins en matière de données, discuter des données et des documents et échanger des renseignements.

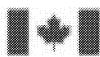
Posséder des aptitudes en communication orale et écrite pour expliquer les données et les documents et en discuter avec les sources internes et externes; fournir des renseignements et des conseils aux clients concernant les procédures de collecte de données et leurs obligations; fournir des renseignements et des explications sur le but, les attentes et les procédures se rapportant aux exercices d'évaluation; et discuter des objectifs du projet, du but et des questions précises liées aux tâches assignées avec le chef de projet ou le gestionnaire.

Posséder des habiletés d'écoute pour participer aux entrevues (prendre des notes) avec des clients.

## **Responsibilities – Responsabilités**

En tant que membre d'une équipe de projet, effectuer la collecte et l'analyse de données liées à l'évaluation pour s'assurer que l'ASFC respecte ses obligations en ce qui a trait à la Politique sur les résultats du Conseil du Trésor.

Recueillir de l'information et des données quantitatives et qualitatives, évaluer leur pertinence pour les projets d'évaluation et résoudre les problèmes liés à la qualité des données, ce qui comprend la collecte, la validation, la manipulation, la mise à l'essai et l'évaluation des données brutes et structurées et l'évaluation de leur applicabilité à différentes fins des évaluations. Déterminer et utiliser les sources de données au sein et à l'extérieur de l'ASFC. Conseiller le chef de projet sur la pertinence potentielle



des données et des sources de données et recommander la nécessité d'une enquête approfondie pour tirer des conclusions et effectuer des évaluations aux fins d'inclusion dans les rapports d'évaluation ou d'autres produits.

Effectuer des examens de documents, des examens des écrits et une analyse du contenu des médias, au besoin. Effectuer des analyses des données quantitatives et qualitatives recueillies et rédiger des sommaires.

Participer à titre de membre de l'équipe de projet à des entrevues avec des informateurs clés, à des groupes de discussion et/ou à d'autres séances avec des clients, et prendre des notes au besoin.

Contribuer à la préparation de constatations et d'éléments infographiques.

Aider l'équipe à se préparer pour les réunions du Comité consultatif de l'évaluation et du Comité d'évaluation et de mesure du rendement.

Aucune responsabilité d'importance n'est liée aux ressources financières.

Garantir la confidentialité des renseignements et entretenir son propre matériel de bureau.

### **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire doit exécuter de nombreuses tâches et composer avec des priorités changeantes et inconciliables, des attentes en matière de productivité et des délais serrés, de sorte qu'il lui faut revoir constamment les plans de travail.

Le ou la titulaire peut être appelé(e), occasionnellement, à se déplacer partout au Canada lorsqu'il faut réaliser des recherches sur le terrain dans le cadre de projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace et transporter des porte-documents, des valises et un ordinateur portatif.

### **Additional Information - Renseignements supplémentaires**

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Job Title / Titre d'emploi Analyste	Job/Generic Number / Numéro d'emploi/de générique EC03H03 / 20048302	
Department/Agency / Ministère/Agence ASFC	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-03	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
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Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

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Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
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	Claudette Blair Name / Nom	Signature	2020-11-17 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Réalisation d'activités de recherche, de collecte de données et d'analyse à l'appui de projets d'évaluation.

### **Key Activities – Activités principales**

En tant que membre d'une équipe de projet et sous la direction d'un chef de projet, contribuer à la réalisation de recherches et d'analyses d'évaluation socioéconomique pour appuyer les composantes de projets d'évaluation visant à déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques, des initiatives et des services ministériels et interministériels, conformément à la Politique sur les résultats du Conseil du Trésor.

Consulter le chef de projet pour discuter des buts et des objectifs du projet et pleinement les comprendre.

Contribuer à l'examen des indicateurs de rendement du programme et du projet d'évaluation.

Participer à la détermination des questions d'évaluation et de l'approche à adopter, et soutenir l'élaboration de méthodes d'évaluation et d'outils d'analyse.

Collaborer à l'établissement de la portée d'un projet d'évaluation et au plan d'évaluation; déterminer les sources de données; valider et évaluer les données recueillies; déterminer les lacunes, définir les liens entre les données et collaborer à l'élaboration des conclusions; fournir des résultats statistiques; mettre à l'essai et appliquer des méthodes, des outils et des techniques pour trier et résumer les données; et établir la structure de la base de données.

Assurer la liaison avec les clients et les intervenants pour obtenir, échanger et clarifier des données ou de l'information, se tenir au courant des tendances et des faits nouveaux, et leur fournir des renseignements sur les autres processus liés à l'évaluation.

Déterminer, proposer à son superviseur et mener des recherches, des études et des projets dans le but de formuler des recommandations à l'intention des collègues supérieurs et de la direction sur les questions et les dossiers qui lui sont assignés. Contribuer à la préparation d'ébauches de plans d'évaluation, de stratégies, d'options, de mémoires, de présentations, de rapports et d'autres documents à l'intention de la haute direction.

Aider à la coordination des visites de recherche sur le terrain et peut-être y participer.

Effectuer des analyses des données quantitatives et qualitatives recueillies. Aider l'équipe de projet à déterminer les constatations et à rédiger des parties des rapports d'évaluation aux fins d'examen par le chef de projet.

Contribuer, avec l'encadrement du chef de projet, à la préparation des produits d'évaluation et des documents de communication. Contribuer à la préparation d'éléments infographiques.

Participer, au besoin, à l'organisation et à la coordination des réunions du Comité consultatif de l'évaluation (CCE) et du Comité de la mesure du rendement et de l'évaluation (CMRE).

### **Knowledge - Connaissances**

Connaître les théories, les principes, les pratiques, les outils et les normes d'évaluation des programmes et comprendre les domaines connexes que sont l'économie sociale et la statistique. Ces connaissances sont nécessaires pour accomplir les tâches assignées comme membre d'une équipe d'évaluation afin de déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des services interministériels et de l'Agence; démontrer, valider, interpréter et évaluer la pertinence des données à utiliser comme base pour les évaluations de la conception, de la mise en œuvre, de l'efficacité et de l'efficience des programmes, des options stratégiques, des autres modes de prestation de services, de la mesure du rendement et des autres stratégies de programme/politique, ainsi que pour les résultats



connexes.

Connaissance des méthodes, techniques et pratiques de recherche et d'analyse pour veiller à ce que des stratégies de collecte de données appropriées soient en place pour la production de constatations fiables et exactes (par exemple, connaissance des enquêtes, des entrevues, des outils d'analyse, des méthodes statistiques, de l'analyse de problèmes, de la formulation et de la validation d'hypothèses, des approches quantitatives, de l'analyse comparative).

Connaître les principes de base de données et les systèmes de gestion de l'information de l'ASFC, comme le Système intégré de rapports de gestion, les Systèmes administratifs d'entreprise et le Système intégré d'exécution des douanes, utilisés dans la conduite des recherches à l'appui des activités d'évaluation, afin de s'assurer que les renseignements d'évaluation sont recueillis et liés au mandat de l'Agence.

Connaître les applications de technologie de l'information, dont les logiciels de traitement de texte et les feuilles de calcul, afin de mener et de documenter des projets d'évaluation et de préparer des rapports et des présentations, ainsi que de chercher, d'extraire, de gérer, de manipuler et d'analyser de l'information et des données.

Connaître le mandat, la culture, l'orientation stratégique, les secteurs d'activité, les politiques, les programmes, les services, les mécanismes et structures de responsabilisation et les pratiques de gestion de l'ASFC. Ces connaissances sont nécessaires pour harmoniser les activités de recherche et d'analyse avec les objectifs des programmes et les priorités et les exigences en matière de rapports de l'ASFC.

Connaître la *Loi sur les douanes*, la *Loi sur l'immigration et la protection des réfugiés*, et la *Loi sur l'Agence canadienne d'inspection des aliments* pour participer à la réalisation d'évaluations.

Connaître la Politique sur les résultats du Conseil du Trésor et les instruments connexes et connaître de façon générale les normes et les pratiques actuelles de la communauté de l'évaluation.

## **Decision Making and Analysis - Prise de décision et analyse**

Mener des travaux de recherche et d'analyse pour préparer des conclusions pour des sous-composantes des projets d'évaluation dans le cadre de l'évaluation menée pour déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives ministériels. Le travail oblige le ou la titulaire à mettre à l'essai les hypothèses adoptées en tenant compte de divers facteurs, notamment les initiatives et priorités du gouvernement, des facteurs concurrents, la technologie et la culture au sein de l'organisation cliente, ainsi que les exigences des politiques. Les données qui visent à déterminer les tendances, les anomalies et les écarts sont souvent incomplètes et peuvent être trompeuses, ce qui peut nécessiter la recherche de solutions de rechange pour produire de meilleures données. Il faut faire preuve d'une grande minutie et être très attentif aux détails.

Contribuer à la planification et à la réalisation des projets d'évaluation et, plus particulièrement, assimiler et comprendre d'importantes quantités d'information, notamment sur les objectifs des programmes, des politiques et des initiatives, et sur leur orientation actuelle et future; comprendre les problèmes et les besoins ministériels de façon objective et exacte; et compiler, analyser et synthétiser une vaste gamme de données quantitatives et qualitatives, de renseignements et d'éléments probants. Habituellement, les éléments d'information sont nombreux et souvent conflictuels (priorités gouvernementales et ministérielles, intérêts des organismes centraux, relations interministérielles, facteurs environnementaux et autres), et il convient d'en tenir compte.

Participer à la coordination et à l'organisation du CCE et du CMRE. Les deux comités jouent un rôle déterminant et, à ce titre, ils peuvent avoir des répercussions sur les relations à l'interne et à l'externe, et sur la crédibilité de la Division de l'évaluation des programmes.

Demeurer en position assise pendant de longues périodes devant l'ordinateur pour faire du travail de bureau (surtout de la recherche et de l'analyse de documents) et lors des réunions. Faire preuve d'une attention soutenue lorsqu'il s'agit de traiter des données et de réviser et d'examiner des rapports d'évaluation, des documents de présentation et d'autres produits. Tout moment d'inattention peut



empêcher le ou la titulaire de saisir tous les renseignements communiqués ou de bien comprendre les sujets abordés.

## **Communication and Contacts - Communication et Contacts**

Fournir des renseignements aux clients concernant le projet et le processus d'évaluation. Établir un réseau de personnes-ressources au sein et à l'extérieur de l'Agence pour obtenir des données, clarifier les besoins en matière de données, discuter des données et des documents et échanger des renseignements.

Posséder des aptitudes en communication orale et écrite pour expliquer les données et les documents et en discuter avec les sources internes et externes; fournir des renseignements et des conseils aux clients concernant les procédures de collecte de données et leurs obligations; fournir des renseignements et des explications sur le but, les attentes et les procédures se rapportant aux exercices d'évaluation; et discuter des objectifs du projet, du but et des questions précises liées aux tâches assignées avec le chef de projet ou le gestionnaire.

Posséder des habiletés d'observation et d'écoute pour les entrevues avec les clients afin d'obtenir des données, de discuter des questions opérationnelles étudiées ou des activités remises en question et de prendre des notes.

Contribuer à l'élaboration des plans et des processus de travail. Participer à l'intégration des nouveaux membres de l'équipe de projet et aider les étudiants. Échanger ses expériences et son expertise avec les collègues de la division et de la direction. Expliquer les pratiques et procédures en matière de recherches et de statistiques et d'autres pratiques et procédures de travail aux nouveaux collègues dans la division.

Participer aux activités d'apprentissage et de mise en commun des connaissances et les diriger, comme des dîners-causeries, des leçons tirées des évaluations, des discussions en équipe, des activités d'encadrement et de mentorat.

## **Responsibilities – Responsabilités**

En tant que membre d'une équipe de projet, effectuer la collecte et l'analyse de données liées à l'évaluation pour s'assurer que l'ASFC respecte ses obligations en ce qui a trait à la Politique sur les résultats du Conseil du Trésor.

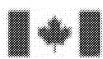
Recueillir de l'information et des données quantitatives et qualitatives, évaluer leur pertinence pour les projets d'évaluation et résoudre les problèmes liés à la qualité des données, ce qui comprend la collecte, la validation, la manipulation, la mise à l'essai et l'évaluation des données brutes et structurées et l'évaluation de leur applicabilité à différentes fins des évaluations. Déterminer et utiliser les sources de données au sein et à l'extérieur de l'ASFC. Conseiller le chef de projet sur la pertinence potentielle des données et des sources de données et recommander la nécessité d'une enquête approfondie pour tirer des conclusions et effectuer des évaluations aux fins d'inclusion dans les rapports d'évaluation ou d'autres produits.

Effectuer des analyses et produire de la documentation sur les cadres du mandat de l'ASFC, ses politiques, ses méthodes, ses normes, ses stratégies et ses modèles de prestation de services dans le cadre de l'évaluation des politiques, des initiatives et des programmes horizontaux relatifs au mandat de l'ASFC.

Effectuer des examens de documents, des examens des écrits et une analyse du contenu des médias, au besoin. Effectuer des analyses des données quantitatives et qualitatives recueillies, rédiger des résumés et rédiger des courriels et d'autres communications au besoin.

Contribuer à l'élaboration de la matrice d'évaluation et des méthodes, outils et protocoles de collecte des données.

Participer à titre de membre de l'équipe de projet à des entrevues avec des informateurs clés, à des groupes de discussion et/ou à d'autres séances avec des clients, et prendre des notes au besoin.



Contribuer à la préparation des constatations et aider à rédiger des sections des rapports d'évaluation ou d'autres produits avec l'aide du chef de projet. Contribuer à la préparation de documents de communication et d'éléments infographiques.

Aider l'équipe à se préparer pour les réunions du CCE et du CMRE.

Aucune responsabilité d'importance n'est liée aux ressources financières.

Garantir la confidentialité des renseignements et entretenir son propre matériel de bureau.

### **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé(e) et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire doit exécuter de nombreuses tâches et composer avec des priorités changeantes et inconciliables, des attentes en matière de productivité et des délais serrés, de sorte qu'il lui faut revoir constamment les plans de travail.

Le ou la titulaire peut être appelé(e), occasionnellement, à se déplacer partout au Canada lorsqu'il faut réaliser des recherches sur le terrain dans le cadre de projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace et transporter des porte-documents, des valises et un ordinateur portatif.

### **Additional Information - Renseignements supplémentaires**

S.O.



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Analyste d'évaluation	Job/Generic Number / Numéro d'emploi/de générique EC04H03 / 20048303	
Department/Agency / Ministère/Agence ASFC	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-04	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 3(35) + 1(5) + 3(50) + 3(35) + 3(40) + 3(75) + 1(3) + 1(2) + 1(5) = 250	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Directorate/District Direction/District Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Division Division de l'évaluation des programmes (DEP)/Division des pratiques professionnelles (DPP)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	Signature	2020-11-17 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Participation à des projets d'évaluation, ce qui comprend la recherche, la conception, la collecte et la validation de données, l'analyse des données et la préparation de rapports à l'appui de la Politique sur les résultats du Conseil du Trésor.

### **Key Activities – Activités principales**

En tant que membre d'une équipe de projet et sous la direction d'un chef de projet, réaliser des recherches et des analyses d'évaluation socioéconomique pour appuyer les composantes de projets d'évaluation visant à déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques, des initiatives et des services ministériels et interministériels, conformément à la Politique sur les résultats du Conseil du Trésor.

Examiner les indicateurs de rendement pour des projets liés aux programmes et des projets d'évaluation. Contribuer à l'établissement de la portée des projets d'évaluation pour déterminer les secteurs d'intérêt de l'évaluation et les questions à évaluer. Aider à l'élaboration d'approches, de méthodes et d'outils analytiques de recherche.

Déterminer les sources de données aux fins de la collecte de données sur le rendement, les opérations, les finances et les ressources humaines qui serviront de base de données probantes dans le cadre des évaluations. Valider et évaluer les données, cerner et documenter les lacunes et proposer des solutions aux lacunes dans les données; produire des résultats statistiques; mettre à l'essai et appliquer des méthodes, des outils et des techniques pour trier et résumer les données; et établir la structure de la base de données.

Recueillir et analyser les autres renseignements (p. ex. examens de documents, examens des écrits, analyse du contenu des médias) à partir de diverses sources internes et externes. Chercher et analyser les tendances et les faits nouveaux sur le plan socioéconomique, et analyser leur incidence en ce qui concerne les objectifs du programme évalué. Rédiger des rapports de recherche, des documents et des segments de rapports plus importants concernant les constatations, les tendances, les indicateurs et les facteurs de l'évaluation d'un programme.

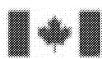
Aider le chef du projet et l'équipe d'évaluation, au besoin, dans le cadre des entrevues, des sondages, des groupes de discussion, des visites de recherche sur le terrain et d'autres méthodes de collecte de données.

Contribuer à l'examen et à l'analyse des données recueillies. Fournir des conseils, une interprétation et des explications sur les résultats de recherche aux membres de l'équipe de projet et aux gestionnaires de programme. En tant que membre d'une équipe de projet, contribuer au processus de planification des évaluations et apporter une contribution importante à la recherche et à l'analyse de données quantitatives et qualitatives. Diriger les questions de recherche et d'analyse à court terme qui contribuent aux évaluations.

Contribuer à l'ébauche des rapports d'évaluation de la qualité et des autres produits et documents de communication aux fins d'examen par le chef de projet ou diriger des parties de l'ébauche.

Participer à l'organisation et à la coordination des réunions du Comité consultatif de l'évaluation et du Comité de la mesure du rendement et de l'évaluation.

Entretenir des relations professionnelles avec les responsables des données et les autres responsables, et expliquer le projet d'évaluation, le processus suivi et l'objectif de l'évaluation.



## **Knowledge - Connaissances**

Connaître les théories, les principes, les pratiques, les outils et les normes d'évaluation des programmes et comprendre les domaines connexes que sont l'économie sociale et la statistique. Ces connaissances sont nécessaires pour accomplir les tâches assignées comme membre d'une équipe d'évaluation, c'est-à-dire déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des services interministériels et de l'Agence; démontrer, valider, interpréter et évaluer la pertinence des données à utiliser comme base pour les évaluations de la conception, de la mise en œuvre, de l'efficacité et de l'efficience des programmes, des options stratégiques, des autres modes de prestation de services, de la mesure du rendement et des autres stratégies de programme/politique, ainsi que pour les résultats connexes.

Connaître les principes de base de données et les systèmes de gestion de l'information de l'ASFC, comme le Système intégré de rapports de gestion, les Systèmes administratifs d'entreprise et le Système intégré d'exécution des douanes, utilisés dans la conduite des recherches à l'appui des activités d'évaluation, afin de s'assurer que les renseignements d'évaluation sont recueillis et liés au mandat de l'Agence.

Connaître les applications de technologie de l'information, dont les logiciels de traitement de texte et les feuilles de calcul, afin de mener et de documenter des projets d'évaluation et de préparer des rapports et des présentations, ainsi que de chercher, d'extraire, de gérer, de manipuler et d'analyser de l'information et des données.

Connaître le mandat, la culture, l'orientation stratégique, l'organisation, les secteurs d'activité, les politiques, les programmes, les services, les mécanismes et structures de responsabilisation et les pratiques de gestion de l'ASFC. Ces connaissances s'imposent pour situer les activités de projet dans un contexte global, organiser et mener des travaux de recherche et d'analyse assignés, et faciliter l'échange d'information. Ces connaissances sont également nécessaires pour élaborer des recommandations à l'intention des gestionnaires de programme pour qu'ils apportent des améliorations aux politiques, aux programmes et à la prestation de services.

Connaître les lois qui régissent les activités de l'Agence et de ses programmes, notamment la *Loi sur les douanes*, la *Loi sur l'immigration et la protection des réfugiés*, la *Loi sur l'Agence canadienne d'inspection des aliments*, la *Loi sur la gestion des finances publiques*, la *Loi sur le vérificateur général*, les articles pertinents de la *Loi fédérale sur la responsabilité*, la *Loi sur la protection des renseignements personnels* et la *Loi sur l'accès à l'information*, la *Loi sur les langues officielles*, ainsi que d'autres lois, pour effectuer des analyses probantes et formuler des recommandations et des conseils judicieux sur l'élaboration de stratégies et de politiques visant à améliorer l'efficacité des programmes.

Connaître la Politique sur les résultats du Conseil du Trésor et les instruments connexes, et connaître de façon générale les normes et les pratiques actuelles de la communauté de l'évaluation.

## **Decision Making and Analysis - Prise de décision et analyse**

Réfléchir de manière analytique dans le cadre de la mise à l'essai des hypothèses, de la détermination des causes et des effets, de l'analyse et du résumé d'importantes quantités de données, de la triangulation des données provenant de plusieurs sources différentes et de l'évaluation de l'incidence. L'analyse quantitative est nécessaire (statistiques descriptives et déductives). Un raisonnement analytique est nécessaire pour évaluer les données qui sont souvent incomplètes, peuvent exiger de trouver des solutions de rechange afin de générer de meilleures données et visent à cerner les tendances, les anomalies et les écarts. Être très minutieux, attentif aux détails, et réfléchir de façon stratégique en regardant la situation dans son ensemble.

Posséder un esprit d'analyse pour, aux premières étapes du processus d'évaluation, assimiler et comprendre d'importantes quantités d'information liées à la politique ou au programme faisait l'objet de l'évaluation et aux objectifs de l'évaluation. Habituellement, les éléments d'information sont nombreux et conflictuels (priorités gouvernementales et ministérielles, enjeux politiques, intérêts des organismes centraux, et relations et dépendances interministérielles), et il convient d'en tenir compte.



Posséder des compétences en communication écrite et orale et une capacité d'écoute pour s'assurer que des rapports d'évaluation et des produits de qualité sont présentés en temps opportun au Comité consultatif de l'évaluation et au Comité de la mesure du rendement et de l'évaluation. Ces comités jouent un rôle essentiel et, à ce titre, ils peuvent avoir des répercussions sur les relations à l'interne et à l'externe, et sur la crédibilité de la Division de l'évaluation des programmes.

Demeurer en position assise pendant de longues périodes devant l'ordinateur pour faire du travail de bureau (surtout de la recherche et de l'analyse de documents) et lors des réunions. Faire preuve d'une attention soutenue lorsqu'il s'agit de traiter des données et de réviser et d'examiner des rapports d'évaluation, des documents de présentation et d'autres produits. Tout moment d'inattention peut empêcher le ou la titulaire de saisir tous les renseignements communiqués ou de bien comprendre les sujets abordés.

### **Communication and Contacts - Communication et Contacts**

Posséder des compétences en communication écrite et orale pour pouvoir articuler les résultats des évaluations et rédiger des rapports, des documents de présentation et d'autres produits connexes clairs, concis et efficaces pour informer et orienter les cadres supérieurs et les intervenants et favoriser l'acceptation. Posséder des aptitudes pour la communication pour entretenir des relations positives avec les clients, mener des entrevues, participer à des réunions avec les gestionnaires de programme tout au long du projet d'évaluation; et pour articuler les constatations et les conclusions de façon claire, concise et simple (non technique).

Contribuer à l'élaboration des plans et des processus de travail. Participer à l'intégration des nouveaux membres de l'équipe de projet et aider les étudiants et les membres ayant moins d'expérience. Échanger ses expériences et son expertise avec les collègues de la division et de la direction.

Participer aux activités d'apprentissage et de mise en commun des connaissances et les diriger, comme des dîners-causeries, des leçons tirées des évaluations, des discussions en équipe, des activités d'encadrement et de mentorat.

### **Responsibilities – Responsabilités**

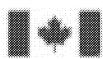
Contribuer à l'élaboration des méthodes de recherche et d'analyse pour évaluer la pertinence, l'efficacité et l'efficience des politiques, des programmes et des initiatives de l'Agence. Recueillir, examiner, assimiler et analyser, en utilisant différentes méthodes (analyses coûts-avantages et comparatives) et des outils d'analyse (analyses statistiques, qualitatives et quantitatives); interpréter et résumer des données et des renseignements recueillis au moyen de différentes méthodes et à partir de diverses sources (enquêtes, entrevues, examens de documents, documentation sur le programme, données opérationnelles, rapports et bases de données statistiques) afin de tirer des conclusions quant à l'efficacité des politiques et des programmes, d'élaborer des options aux fins d'amélioration des programmes et de répondre aux demandes internes et externes aux fins de renseignements et de conseils sur la mesure du rendement. S'assurer que les constatations sont justes, équilibrées et crédibles.

Recommander des méthodes d'évaluation, des procédures et des pratiques exemplaires pour améliorer les résultats d'évaluation et les pratiques professionnelles.

Aider les nouveaux employés à s'adapter, assurer leur encadrement et leur formation en cours d'emploi et recommander une formation et un perfectionnement appropriés.

Contribuer à l'élaboration du plan d'évaluation de l'ASFC et à la planification et à l'établissement des coûts de projets précis d'évaluation et de gestion axée sur les résultats.

Contribuer à l'ébauche des rapports d'évaluation de la qualité et des autres produits à présenter au chef de projet pour examen. Contribuer à la préparation de documents de communication et d'éléments infographiques. Aider l'équipe à coordonner la préparation des documents/produits pour qu'ils soient prêts pour les réunions du Comité consultatif de l'évaluation et du Comité de la mesure



du rendement et de l'évaluation.

Exécuter les tâches assignées dans les délais approuvés. Tenir le chef de projet au courant de l'état d'avancement des tâches assignées.

Aucune responsabilité d'importance n'est liée aux ressources financières.

Garantir la confidentialité des renseignements et entretenir son propre matériel de bureau.

### **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé(e) et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire doit exécuter de nombreuses tâches et composer avec des priorités changeantes et inconciliables, des attentes en matière de productivité et des délais serrés, de sorte qu'il lui faut revoir constamment les plans de travail.

Le ou la titulaire peut être appelé(e), occasionnellement, à se déplacer partout au Canada lorsqu'il faut réaliser des recherches sur le terrain dans le cadre de projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace, et transporter des porte-documents, des valises et un ordinateur portatif.

### **Additional Information - Renseignements supplémentaires**

S.O.



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Agent/agente d'évaluation	Job/Generic Number / Numéro d'emploi/de générique EC05H03 / 20048304	
Department/Agency / Ministère/Agence ASFC	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-05	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 4(60) + 2(20) + 4(75) + 4(55) + 4(60) + 4(120) + 1(3) + 1(2) + 1(5) = 400	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Directorate/District Direction/District Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Division Division de l'évaluation des programmes (DEP)/Division des pratiques professionnelles (DPP)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	Signature	2020-11-17 Date



<b>Delegated Authority</b> <b>Authorité Déléguée</b>	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Name / Nom	Signature	Date

## **Client Service Results - Résultats axés sur le service à la clientèle**

Participation à des projets d'évaluation ou réalisation de certaines composantes de projets d'évaluation, notamment la recherche, la conception, la collecte et l'analyse des données, et la préparation de rapports à l'appui de la Politique sur les résultats du Conseil du Trésor.

### **Key Activities – Activités principales**

En tant que membre d'une équipe de projet et sous la direction d'un chef de projet, participer à l'élaboration de la portée de projets d'évaluation et déterminer les secteurs d'intérêt. Planifier, organiser, exécuter et diriger des composantes de projets d'évaluation.

Diriger l'élaboration de la grille d'évaluation ou y contribuer (c'est-à-dire questions d'évaluation et détermination des sources de données); et élaborer en collaboration avec le chef de projet les instruments et les protocoles de collecte de données (p. ex. enquêtes, groupes de discussion, entrevues, protocoles de visite de recherche sur le terrain).

Examiner des documents et réaliser des recherches et des analyses (p. ex. examens des écrits, examens des documents, analyse du contenu des médias); rédiger des résumés; et formuler des commentaires sur l'applicabilité et la pertinence pour les évaluations en cours ou prévues.

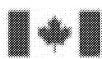
Mettre en place des méthodes de collecte des données et aider le chef de projet à les exécuter. Superviser la validation des données quantitatives recueillies (principalement le rendement ainsi que les ressources opérationnelles, financières et humaines), c'est-à-dire valider la source et la méthodologie, déterminer et documenter les lacunes et proposer une solution pour combler les lacunes dans les données afin d'établir une base adéquate de données probantes. Analyser, synthétiser et trianguler les données probantes provenant de différentes méthodes de collecte de données internes et externes. Cerner les constatations tirées de la base de données probantes et, de concert avec le chef de projet, tirer des conclusions sur la pertinence et le rendement des politiques, des programmes et des services.

Contribuer à l'ébauche de rapports d'évaluation de qualité et d'autres produits et documents de communication aux fins d'examen par le chef de projet avant la présentation au gestionnaire, ou diriger des parties de l'ébauche. Participer à la préparation et à la coordination des documents et des dossiers d'information nécessaires pour les réunions des groupes de travail et celles du Comité consultatif de l'évaluation et du Comité de la mesure du rendement et de l'évaluation.

Entretenir des relations professionnelles avec les intervenants principaux, et expliquer le projet d'évaluation, le processus suivi et l'objectif de l'évaluation. Fournir des conseils et encourager les gestionnaires à intégrer et à appliquer les méthodes d'évaluation, les politiques et les processus de mesure du rendement dans la conception, la planification et la mise en œuvre de leurs programmes, politiques et initiatives.

Diriger des projets d'évaluation à petite échelle et aider les gestionnaires de programme à élaborer des cadres et des méthodes d'analyse pour évaluer l'incidence de leurs programmes et de leurs initiatives.

Fournir un soutien aux experts-conseils, aux étudiants et aux employés détachés participant aux évaluations. Fournir du soutien, au besoin, dans le cadre des initiatives et des tâches de l'ASFC, de la Direction de la vérification interne et de l'évaluation des programmes, de la Division des pratiques professionnelles ou de la Division de l'évaluation des programmes.



## **Knowledge - Connaissances**

Connaître les théories, les concepts, les principes, les pratiques, les normes, les méthodes, les outils et les techniques d'évaluation de programmes (p. ex. méthodes et techniques de recherche, d'analyse et de résolution de problèmes, l'échantillonnage, la conception de sondages, les entrevues, la mise à l'essai auprès de groupes de discussion, les analyses coûts-avantages et qualitatives, la collecte et l'évaluation des données probantes, l'élaboration d'organigrammes, l'évaluation des mesures de contrôle, la mesure du rendement, l'examen et l'établissement de documents de travail, l'évaluation des risques et la rédaction de rapports). Bien comprendre les domaines connexes que sont l'économie sociale et la statistique pour planifier, organiser et effectuer des recherches et des projets d'évaluation dans le but de déterminer la pertinence, l'efficacité et l'efficience des politiques, des programmes et des services de l'ASFC; tirer des conclusions concernant la conception des programmes; fournir une expertise et des commentaires sur les mesures et les indicateurs de rendement dans le cadre des résultats ministériels et le profil de l'information des programmes et les autres outils de planification; et fournir des conseils sur les autres modes de prestation de services.

Connaître le mandat, la vision, les valeurs, la culture, l'orientation stratégique, les processus de planification, la structure organisationnelle, les secteurs d'activité, les programmes, les politiques, les mécanismes de responsabilisation et les pratiques de gestion de l'Agence. Ces connaissances sont nécessaires pour déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives de l'Agence, ainsi que leurs mesures et indicateurs de rendement connexes, et pour formuler à l'intention des gestionnaires de programme des recommandations pour l'amélioration des politiques, des programmes et des services.

Connaître la Politique sur les résultats du Conseil du Trésor et les instruments connexes. Connaître de façon générale les normes et les pratiques courantes utilisées dans le milieu de l'évaluation.

Connaître les lois qui régissent les activités de l'Agence et ses programmes, notamment la *Loi sur les douanes*, la *Loi sur l'immigration et la protection des réfugiés*, la *Loi sur l'Agence canadienne d'inspection des aliments*, la *Loi sur la gestion des finances publiques*, la *Loi sur le vérificateur général*, les articles pertinents de la *Loi fédérale sur la responsabilité*, la *Loi sur la protection des renseignements personnels* et la *Loi sur l'accès à l'information* et la *Loi sur les langues officielles*. Connaître les autres politiques et directives pertinentes du Conseil sur Trésor, comme celles sur la recherche sur l'opinion publique. Ces connaissances en matière de lois et de politiques appuieront la réalisation d'analyses significatives et la prestation de conseils judicieux sur l'élaboration de stratégies et de politiques visant à améliorer l'efficacité des programmes.

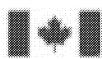
Connaître les théories et les pratiques de planification d'activités, y compris les techniques de mesure du rendement, pour fournir des conseils aux cadres supérieurs sur les meilleures façons d'évaluer le rendement et d'en faire rapport.

Connaître les procédures budgétaires et de gestion financière de l'ASFC pour fournir des conseils et des avis sur le rendement de l'Agence et des programmes, et pour appuyer la haute direction dans le cadre de ses processus de planification et de prise de décisions.

Connaître les principes de base de données et les systèmes de gestion de l'information de l'ASFC, comme le Système intégré de rapports de gestion, les Systèmes administratifs d'entreprise et le Système intégré d'exécution des douanes, utilisés dans la conduite des recherches à l'appui des activités d'évaluation, afin de s'assurer que les renseignements d'évaluation sont recueillis et liés au mandat de l'Agence.

Connaître des applications de technologie de l'information, dont des logiciels de traitement de texte, des feuilles de calcul et des logiciels spécialisés comme les plateformes statistiques. Ces connaissances sont nécessaires pour réaliser les évaluations et préparer des rapports et des documents de présentation ainsi que pour chercher, récupérer, gérer, traiter et analyser de l'information et des données.

Connaître les techniques et processus de gestion de projet nécessaires pour planifier et effectuer des recherches et des études d'évaluation; superviser les agents subalternes durant la réalisation des études et mobiliser les entrepreneurs; définir le mandat; attribuer le travail et surveiller l'état



d'avancement; et participer aux évaluations du rendement.

## **Decision Making and Analysis - Prise de décision et analyse**

Réfléchir de manière analytique dans le cadre de la mise à l'essai des hypothèses, de la détermination des causes et des effets, de l'analyse et du résumé d'importantes quantités de données, de la triangulation des données provenant de plusieurs sources différentes et de l'évaluation de l'incidence. L'analyse quantitative est nécessaire (statistiques descriptives et déductives). Le raisonnement analytique est nécessaire pour évaluer les données, qui visent à déterminer les tendances, les anomalies et les écarts et qui sont souvent incomplètes, ce qui peut nécessiter la recherche de solutions de rechange pour produire de meilleures données. Être très minutieux, attentif aux détails, et réfléchir de façon stratégique en regardant la situation dans son ensemble.

Posséder un esprit d'analyse pour, aux premières étapes du processus d'évaluation, assimiler et comprendre d'importantes quantités d'information liées à la politique ou au programme faisait l'objet de l'évaluation et aux objectifs de l'évaluation. Habituellement, les éléments d'information sont nombreux et conflictuels (priorités gouvernementales et ministérielles, enjeux politiques, intérêts des organismes centraux, relations interministérielles, facteurs environnementaux et autres), et il convient d'en tenir compte.

Être capable de s'organiser et posséder des compétences en communication écrite et orale pour s'assurer que des rapports d'évaluation et des produits de qualité sont présentés en temps opportun au Comité consultatif de l'évaluation et au Comité de la mesure du rendement et de l'évaluation. Ces comités jouent un rôle déterminant et, à ce titre, ils peuvent avoir des répercussions sur les relations à l'interne et à l'externe, et sur la crédibilité de la Division de l'évaluation des programmes.

Demeurer en position assise pendant de longues périodes devant l'ordinateur pour faire du travail de bureau (surtout de la recherche et de l'analyse de documents) et lors des réunions. Faire preuve d'une attention soutenue lorsqu'il s'agit de traiter des données et de réviser et d'examiner des rapports d'évaluation, des documents de présentation et d'autres produits. Tout moment d'inattention peut empêcher le ou la titulaire de saisir tous les renseignements communiqués ou de bien comprendre les sujets abordés.

Posséder la dextérité, les habiletés de coordination et l'acuité visuelle nécessaires pour rédiger et modifier des documents et des rapports avec justesse au moyen d'un clavier.

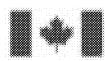
## **Communication and Contacts - Communication et Contacts**

Avoir des aptitudes pour la communication (verbale et écrite) pour articuler le processus d'évaluation, son objectif et les constatations faites et pour rédiger des rapports, des documents de présentation et d'autres produits connexes clairs, concis et efficaces pour informer et orienter la haute direction et les intervenants et favoriser l'acceptation. Posséder des aptitudes pour la communication pour entretenir des relations positives avec les clients, mener des entrevues, participer à des réunions avec les gestionnaires de programme tout au long du projet d'évaluation; et pour articuler les constatations et les conclusions de façon claire, concise et simple (non technique).

Orienter les clients tout au long du processus d'évaluation et souligner l'importance de la mesure du rendement afin de permettre aux clients de comprendre le processus d'évaluation et d'y participer de façon plus positive et efficace et de prendre des mesures correctives après la présentation des résultats.

Contribuer à l'élaboration des plans et des processus de travail. Collaborer avec des experts-conseils à la réalisation d'évaluations. Former et encadrer le personnel subalterne d'évaluation et partager son expérience et son expertise avec ses collègues de la division et de la direction.

Aider les nouveaux employés à s'adapter, et assurer leur encadrement et leur formation en cours d'emploi, s'il y a lieu. Participer à l'encadrement et à la formation du personnel subalterne, des étudiants et des employés détachés au sein de l'équipe de projet.



Canada Border  
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Agence des services  
frontaliers du Canada

Participer aux activités d'apprentissage et de mise en commun des connaissances et les diriger, comme des dîners-causeries, des leçons tirées des évaluations, des discussions en équipe et des activités d'encadrement et de mentorat.



## **Responsibilities – Responsabilités**

Contribuer à l'élaboration des méthodes de recherche et d'analyse pour évaluer la pertinence, l'efficacité et l'efficience des politiques, des programmes et des initiatives de l'Agence. Recueillir, examiner, assimiler et analyser, en utilisant différentes méthodes (analyses coûts-avantages et comparatives) et des outils d'analyse (analyses statistiques, qualitatives et quantitatives); interpréter et résumer des données et des renseignements recueillis au moyen de différentes méthodes et à partir de diverses sources (enquêtes, entrevues, examens de documents, documentation sur le programme, données opérationnelles, rapports et bases de données statistiques) afin de tirer des conclusions quant à l'efficacité des politiques et des programmes, d'élaborer des options aux fins d'amélioration des programmes et de répondre aux demandes internes et externes aux fins de renseignements et de conseils sur la mesure du rendement. Veiller à ce que les constatations soient justes, équilibrées et crédibles.

Recommander la mise au calendrier d'évaluations/études dans le cadre de l'élaboration du plan d'évaluation annuel, là où la complexité réside dans le nombre de secteurs d'activité, de programmes et d'activités à prendre en compte, la différence entre eux sur le plan de leur nature, leur ampleur, les répercussions, la sensibilité politique et l'importance perçue au sein de l'Agence, et la nécessité de tenir compte des divers points de vue sur les enjeux; les points de vue divergents ou conflictuels des intervenants doivent être intégrés dans les analyses. Le travail est souvent retardé par le fait que l'information n'existe pas ou est incomplète et que des mesures de rechange doivent être trouvées.

Élaborer et modifier des approches d'évaluation; chercher, cerner, analyser et comparer des données complexes, multidimensionnelles et liées entre elles; évaluer un éventail de répercussions socioéconomiques. Élaborer des outils et des techniques de recherche et d'analyse. Évaluer et prendre en considération une vaste gamme de variables, dont les initiatives du gouvernement, les priorités, l'évolution technologique, les intérêts des intervenants et les exigences des politiques. Analyser et interpréter les données pour déterminer les tendances, les anomalies et les écarts et fournir des résumés et des recommandations au chef de projet.

Superviser la validation des données quantitatives recueillies en validant la source et la méthodologie, en cernant et en documentant les lacunes et en proposant une solution aux lacunes dans les données afin d'établir une base de données probantes adéquate (principalement des données sur le rendement, les opérations, les finances et les ressources humaines). Le travail est souvent retardé par le fait que l'information n'existe pas ou est incomplète et que des mesures de rechange ou des sources de données doivent être trouvées.

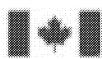
Évaluer la pertinence, l'efficacité et l'efficience des politiques, des programmes et des initiatives et de leurs mesures et indicateurs de rendement connexes pour aider la Division de l'évaluation des programmes de l'ASFC à se conformer à la Politique sur les résultats du Conseil du Trésor. Le ou la titulaire doit ainsi évaluer les conclusions formulées par rapport au mandat de l'Agence, aux priorités et aux objectifs généraux du gouvernement et aux priorités de l'Agence et de ses programmes.

Expliquer les constatations, les observations et les résultats de l'analyse statistique, des examens et des sondages, des groupes de discussion, des entrevues ou de l'examen des données quantitatives sur le rendement, les opérations, les finances et les ressources humaines. Fournir à la direction, aux clients et aux partenaires de l'Agence des renseignements, des évaluations et des conseils pertinents et fondés sur des données probantes sur les principaux enjeux, les systèmes d'information de gestion, les opérations, la gestion des risques et les pratiques.

Rédiger des parties du rapport d'évaluation et d'autres produits et documents de communication pour examen par le chef de projet. Participer à la préparation et à la coordination des documents et des dossiers d'information nécessaires pour les réunions des groupes de travail et celles du Comité consultatif de l'évaluation et du Comité de la mesure du rendement et de l'évaluation.

Exécuter les tâches assignées dans les délais approuvés. Tenir le chef de projet au courant de l'état d'avancement des tâches assignées.

Contribuer à l'élaboration des plans et des processus de travail. Soutenir les experts-conseils et



collaborer avec eux à la réalisation des évaluations. Former et encadrer le personnel subalterne d'évaluation et partager son expérience et son expertise avec ses collègues de la division et de la direction.

Aider les nouveaux employés à s'adapter, et assurer leur encadrement et leur formation en cours d'emploi, s'il y a lieu. Aider à l'encadrement et à la formation du personnel subalterne, des étudiants et des employés détachés au sein de l'équipe.

Fournir du soutien, au besoin, dans le cadre des initiatives et des tâches de l'ASFC, de la Direction de la vérification interne et de l'évaluation des programmes, de la Division des pratiques professionnelles ou de la Division de l'évaluation des programmes.

### **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé(e) et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire doit exécuter de nombreuses tâches et composer avec des priorités changeantes et inconciliables, des attentes en matière de productivité et des délais serrés, de sorte qu'il lui faut revoir constamment les plans de travail.

Le ou la titulaire peut être appelé(e), occasionnellement, à se déplacer partout au Canada lorsqu'il faut réaliser des recherches sur le terrain dans le cadre de projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace, et transporter des porte-documents, des valises et un ordinateur portatif.

### **Additional Information - Renseignements supplémentaires**

S.O.



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Évaluateur/évaluatrice principale	Job/Generic Number / Numéro d'emploi/de générique EC06H02 / 20048305	
Department/Agency / Ministère/Agence ASFC	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-06	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 5(90) + 3(50) + 5(100) + 4(55) + 4(60) + 4(120) + 1(3) + 1(2) + 1(5) = 485	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Directorate/District Direction/District Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Division Division de l'évaluation des programmes (DEP)/Division des pratiques professionnelles (DPP)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	Signature	2020-11-17 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Gestion quotidienne des évaluations des programmes, des politiques et des initiatives pour vérifier leur pertinence, leur efficacité et leur efficience, et prestation de services consultatifs connexes à l'appui de la Politique sur les résultats du Conseil du Trésor.

Gestion des projets d'évaluation et prestation de services consultatifs connexes.

### **Key Activities – Activités principales**

Diriger et effectuer des activités quotidiennes liées à des projets d'évaluation dans les délais approuvés sous la direction d'un gestionnaire. Attribuer des tâches aux membres de l'équipe chargée des projets d'évaluation et leur fournir continuellement des directives, des conseils, du soutien, de l'encadrement et du mentorat. Examiner et commenter le travail des membres de l'équipe chargé des projets d'évaluation en ce qui a trait aux tâches qui leur ont été attribuées; superviser le travail des experts-conseils. Contribuer à l'élaboration du plan annuel de vérification de l'Agence. Fournir des comptes rendus de la situation et des constatations tirées des évaluations au Comité de la mesure du rendement et de l'évaluation.

Gérer l'échéancier des projets d'évaluation pour veiller au respect des jalons et des délais. Informer le gestionnaire des obstacles à l'atteinte des objectifs.

Planifier, organiser et réaliser des projets d'évaluation. Établir la portée de l'évaluation avec les gestionnaires de programme et les autres intervenants, sous la direction du gestionnaire de l'évaluation, pour déterminer les secteurs d'intérêt de l'évaluation. Élaborer des méthodes et un éventail d'instruments pour recueillir de l'information et des données quantitatives et qualitatives dans le but d'examiner et d'évaluer des programmes, des politiques ou des initiatives. S'assurer que les instruments et les protocoles de collecte de données utilisés dans le cadre de l'évaluation sont rigoureux (appliquer les principes de validité interne), permettent de recueillir des données probantes de façon neutre, sont de grande qualité et permettent de résoudre les problèmes liés à la collecte de données.

Diriger l'analyse des éléments de preuve (y compris les séances d'analyse) et la triangulation de toutes les données recueillies à partir de diverses méthodes de collecte de données; produire des analyses statistiques, des constatations et des observations pour amener les gestionnaires de programme à tenir compte des autres structures, cadres et méthodes de prestation de services.

Tirer des constatations des évaluations et les vérifier, et contribuer activement à la formulation de recommandations.

Rédiger des produits d'évaluation clés (p. ex., documents d'orientation, plan d'évaluation, rapport ou document de présentation définitif) et d'autres produits ou documents de communication au gestionnaire pour qu'il les examine avant leur présentation au Comité consultatif de l'évaluation et au Comité de la mesure du rendement et de l'évaluation pour approbation.

Communiquer avec les gestionnaires de programme et les autres intervenants tout au long d'un projet d'évaluation, et établir des réseaux et des relations avec les clients et les intervenants au sein et à l'extérieur de l'ASFC. Expliquer le projet d'évaluation, l'objectif visé et le processus utilisé. Collaborer avec d'autres ministères dans la réalisation d'évaluations.

Fournir des conseils et de l'expertise aux gestionnaires de programme sur la mesure du rendement, y compris l'élaboration d'un modèle logique et de mesures du rendement, et des conseils sur les mesures de rendement des cadres ministériels des résultats (CMR) et des profils de l'information sur le rendement (PIR).

Fournir du soutien, au besoin, dans le cadre des initiatives et des tâches de l'ASFC, de la Direction de la vérification interne et de l'évaluation des programmes, de la Division des pratiques professionnelles ou de la Division de l'évaluation des programmes.



## **Knowledge - Connaissances**

Connaître les théories, les concepts, les principes, les normes, les méthodologies, les outils et les techniques d'évaluation de programmes, et comprendre les domaines connexes que sont l'économie sociale, la démographie et la statistique. Ces connaissances sont nécessaires pour planifier, diriger et exécuter des projets d'évaluation; déterminer la pertinence, l'efficacité et l'efficience des programmes, politiques, initiatives et services interministériels et de l'Agence; tirer des conclusions à partir de données probantes; fournir des conseils fiables et judicieux à la direction des programmes sur la conception des programmes, la mesure du rendement et d'autres mécanismes de planification (comme le CMR et les PIR), les options stratégiques, les autres modes de prestation des services, la gestion du rendement et les occasions de changement.

Connaître les concepts ou méthodes de recherche et d'évaluation, y compris les méthodes statistiques avancées et les techniques de prévision, la vérification de concept et les analyses des coûts-avantages et de rentabilisation, l'analyse de problèmes, la formulation et la validation d'hypothèses, les méthodes quantitatives, l'étalement, l'analyse des ratios et des tendances, la conception et l'utilisation de sondages et de questionnaires, la simulation, l'analyse des options, la mesure du rendement, les techniques d'entrevue et d'élaboration du guide connexe, les groupes de discussion ainsi que la conception et l'intégration de méthodes d'évaluation de pointe informatisées et manuelles. Ces connaissances sont nécessaires pour adapter les méthodes et les démarches de recherche et d'évaluation afin d'assurer la production de résultats fiables et exacts pour tirer des conclusions et concevoir des options stratégiques et des solutions de rechange visant l'exécution plus efficace des programmes.

Posséder des compétences en gestion de projet pour diriger les évaluations et les équipes de projet, notamment établir un calendrier de projet, livrer les résultats escomptés, surveiller les progrès et rectifier le tir, s'il y a lieu.

Connaître le mandat, la vision, les valeurs, la culture, l'orientation stratégique, les processus de planification, la structure organisationnelle, les secteurs d'activité, les programmes, les politiques, les mécanismes de responsabilisation et les pratiques de gestion de l'Agence. Ces connaissances sont nécessaires pour déterminer la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives de l'Agence ainsi que les mesures et indicateurs de rendement connexes et pour formuler à l'intention des gestionnaires de programme des recommandations pour l'amélioration des politiques, des programmes et des services.

Connaître les lois qui régissent les activités de l'Agence et ses programmes, notamment la *Loi sur les douanes*, la *Loi sur l'immigration et la protection des réfugiés*, la *Loi sur l'Agence canadienne d'inspection des aliments*, la *Loi sur la gestion des finances publiques*, la *Loi sur le vérificateur général*, les articles pertinents de la *Loi fédérale sur la responsabilité*, la *Loi sur la protection des renseignements personnels* et la *Loi sur l'accès à l'information* et la *Loi sur les langues officielles*. Connaître les politiques et les directives pertinentes du Conseil du Trésor comme celles sur la recherche sur l'opinion publique. Ces connaissances en matière de lois et de politiques appuieront la réalisation d'analyses significatives et la prestation de conseils judicieux sur l'élaboration de stratégies et de politiques visant à améliorer l'efficacité des programmes.

Connaître les théories et les pratiques de planification d'activités, y compris les techniques de mesure du rendement, pour fournir des conseils aux cadres supérieurs sur les meilleures façons d'évaluer le rendement et d'en faire rapport.

Connaître les procédures budgétaires et de gestion financière de l'ASFC pour fournir des conseils et des avis sur le rendement de l'Agence et des programmes, et pour appuyer la haute direction dans le cadre de ses processus de planification et de prise de décisions.

Connaître le système parlementaire et les processus connexes en matière de rédaction de lois et de politiques; les priorités gouvernementales et le mandat, les priorités et les programmes des organismes centraux, p. ex. la Politique sur les résultats du Conseil du Trésor et les instruments connexes, le Bureau du Conseil privé, le Bureau du vérificateur général, etc. Ces connaissances sont



nécessaires pour recommander des changements aux politiques, aux programmes et aux mécanismes de prestation de services.

Connaître les principes des bases de données et les systèmes de gestion de l'information de l'ASFC, comme le Système intégré de rapports de gestion, les Systèmes administratifs d'entreprise et le Système intégré d'exécution des douanes, utilisés dans la conduite des recherches pour appuyer les activités d'évaluation, afin de s'assurer que les renseignements d'évaluation sont recueillis et liés au mandat de l'Agence, et de garantir la collecte efficiente, efficace et rentable des données de recherche.

Connaître des applications et des logiciels de technologie de l'information, dont des logiciels de traitement de texte, des feuilles de calcul, des logiciels d'établissement de diagrammes et des logiciels spécialisés comme les plateformes statistiques. Ces connaissances sont nécessaires pour réaliser les évaluations et préparer des rapports et des documents de présentation, ainsi que pour gérer, traiter et analyser de l'information et des données.

### **Decision Making and Analysis - Prise de décision et analyse**

Réfléchir de manière analytique dans le cadre de la mise à l'essai des hypothèses, de la détermination des causes et des effets, de l'analyse et du résumé d'importantes quantités de données, de la triangulation des données provenant de plusieurs sources différentes et de l'évaluation de l'incidence. L'analyse quantitative est nécessaire (statistiques descriptives et déductives). Le raisonnement analytique est nécessaire pour évaluer les données, qui visent à déterminer les tendances, les anomalies et les écarts et qui sont souvent incomplètes, ce qui peut nécessiter la recherche de solutions de rechange pour produire de meilleures données. Être très minutieux, attentif aux détails, et réfléchir de façon stratégique en regardant la situation dans son ensemble.

Posséder un esprit d'analyse pour, aux premières étapes du processus d'évaluation, assimiler et comprendre d'importantes quantités d'information, notamment les objectifs des programmes, des politiques et des initiatives et leur orientation future; déterminer les problèmes et les besoins de l'Agence de façon objective et exacte; et compiler, analyser et résumer de nombreux renseignements. Habituellement, les éléments d'information sont nombreux et conflictuels (priorités gouvernementales et ministérielles, enjeux politiques, intérêts des organismes centraux, relations interministérielles, facteurs environnementaux et autres), et il convient d'en tenir compte.

Être capable de s'organiser et d'organiser l'équipe et posséder des compétences en communication écrite et orale pour s'assurer que des rapports d'évaluation et des produits de qualité sont présentés en temps opportun au Comité consultatif de l'évaluation et au Comité de la mesure du rendement et de l'évaluation. Ces comités jouent un rôle déterminant et, à ce titre, ils peuvent avoir des répercussions sur les relations à l'interne et à l'externe, et sur la crédibilité de la Division de l'évaluation des programmes.

Demeurer en position assise pendant de longues périodes devant l'ordinateur pour faire du travail de bureau (surtout de la recherche et de l'analyse de documents) et lors des réunions. Faire preuve d'une attention soutenue lorsqu'il s'agit de traiter des données et de réviser et d'examiner des rapports d'évaluation, des documents de présentation et d'autres produits. Tout moment d'inattention peut empêcher le ou la titulaire de saisir tous les renseignements communiqués ou de bien comprendre les sujets abordés.

Posséder la dextérité, les habiletés de coordination et l'acuité visuelle nécessaires pour rédiger et modifier des documents et des rapports avec justesse au moyen d'un clavier.

### **Communication and Contacts - Communication et Contacts**

Avoir des aptitudes pour la communication (verbale et écrite) pour articuler le processus d'évaluation, l'objectif visé et les constatations, et rédiger des rapports, des documents de présentation et d'autres produits clairs, concis et efficaces qui informent la haute direction et les intervenants et favorisent



l'acceptation. Ces aptitudes sont aussi nécessaires pour discuter des initiatives, des enjeux et des activités faisant l'objet d'une évaluation; déterminer le niveau de compréhension du gestionnaire de programme à l'égard des méthodes d'évaluation et des exigences du processus d'évaluation; diriger les équipes de projet; mener des entrevues avec des intervenants; établir des relations avec les principaux intervenants internes et externes; échanger de l'information et des pratiques exemplaires; et fournir des commentaires et des analyses aux fins des présentations au CT, des mémoires au Cabinet, des CMR, des PIR et d'autres documents ministériels.

Posséder des compétences en négociation, qui sont nécessaires tout au long de l'évaluation, surtout au moment de faire accepter les constatations, les conclusions et les recommandations par les gestionnaires de programme.

## **Responsibilities – Responsabilités**

Diriger une équipe d'évaluation à toutes les étapes de l'évaluation et utiliser des techniques de gestion de projet pour assurer la réalisation du projet conformément au plan et avec les ressources affectées.

Attribuer des tâches aux membres de l'équipe chargée des projets d'évaluation et leur fournir continuellement des directives, des conseils, du soutien, de l'encadrement et du mentorat; surveiller la charge de travail; examiner et commenter le travail des membres de l'équipe en ce qui a trait aux tâches attribuées; et superviser le travail des experts-conseils.

Gérer l'échéancier des projets d'évaluation pour veiller au respect des jalons et des délais. Tenir le gestionnaire au courant de l'avancement du projet d'évaluation, l'informer de tout obstacle à l'atteinte des objectifs et proposer des solutions pour surmonter ces obstacles.

Planifier, organiser et réaliser des projets d'évaluation. S'assurer que le projet évalue la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives, conformément à la Politique sur les résultats du Conseil du Trésor, tout en tenant compte du mandat et de la vision de l'Agence, des priorités et des objectifs généraux du gouvernement, et des objectifs des programmes.

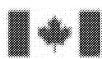
Établir la portée de l'évaluation avec les gestionnaires du programme et les autres intervenants, sous la direction du gestionnaire, pour déterminer les secteurs d'intérêt de l'évaluation. Élaborer un plan d'évaluation, qui comprend les délais et les produits livrables attendus, aux fins d'examen par le gestionnaire. Mettre en œuvre un plan et surveiller les progrès.

Élaborer des méthodes de recherche et d'analyse spécialisées pour arriver aux résultats d'évaluation les plus exacts et fiables possible et ainsi pouvoir formuler des options et des solutions favorisant une exécution plus efficace des programmes. Ces méthodes peuvent comprendre les examens de documents, les enquêtes, les entrevues, les groupes de discussion, les études de cas, les visites de recherche dans les régions, l'analyse des données quantitatives sur le rendement ainsi que des données sur les ressources financières et humaines, que les membres de l'équipe réaliseront.

Élaborer des méthodes et un éventail d'instruments pour recueillir de l'information et des données quantitatives et qualitatives dans le but d'examiner et d'évaluer des programmes, des politiques ou des initiatives. S'assurer que les instruments et les protocoles de collecte de données utilisés dans le cadre de l'évaluation sont rigoureux (appliquer les principes de validité interne), permettent de recueillir des données probantes de façon neutre, sont de grande qualité et permettent de résoudre les problèmes liés à la collecte de données.

Diriger l'équipe d'évaluation dans l'analyse des données probantes, interpréter les constatations complexes et tirer des conclusions sur la pertinence, les résultats, l'efficacité, l'efficience et les solutions de rechange du programme pour atteindre les objectifs, améliorer le rendement et prendre des décisions, et sur les changements requis aux politiques, à la structure du programme et aux mécanismes d'exécution du programme. Fournir des conseils sur l'évaluation et le bien-fondé de la mesure du rendement. Contribuer activement à la formulation de recommandations.

Rédiger, ou superviser la rédaction, de produits d'évaluation de qualité et d'autres documents de communication qui seront présentés au gestionnaire pour examen. Préparer, ou coordonner la



préparation, des produits d'évaluation et des dossiers d'information pour les réunions du Comité consultatif de l'évaluation et du Comité de la mesure du rendement et de l'évaluation, et attribuer des tâches aux membres de l'équipe au besoin.

Communiquer avec les gestionnaires de programme et les autres intervenants tout au long du projet d'évaluation, et établir des réseaux et des relations avec les clients et les intervenants au sein et à l'extérieur de l'ASFC. Expliquer le projet d'évaluation, l'objectif visé et le processus utilisé. Collaborer avec les autres ministères à la réalisation d'évaluations.

Fournir des conseils et de l'expertise aux gestionnaires de programme sur la mesure du rendement, y compris sur l'élaboration d'un modèle logique et de mesures du rendement, et des conseils sur les mesures du rendement du cadre ministériel des résultats (CMR) et du profil d'information sur le rendement (PIR).

Partager l'expérience, l'expertise et les pratiques exemplaires des projets d'évaluation avec ses collègues de la division et de la direction.

Fournir de la rétroaction au gestionnaire sur le rendement des employés, de façon informelle et au moyen de l'exercice d'évaluation de la gestion du rendement, qui s'échelonne sur toute d'année.

Fournir du soutien, au besoin, dans le cadre des initiatives et des tâches de l'ASFC, de la Direction de la vérification interne et de l'évaluation des programmes, de la Division des pratiques professionnelles ou de la Division de l'évaluation des programmes. En particulier, aider à trouver, évaluer et embaucher de nouveaux employés, participer à l'amélioration des processus de la division et contribuer aux documents ministériels.

### **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé(e) et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire doit exécuter de nombreuses tâches et composer avec des priorités changeantes et inconciliables, des attentes en matière de productivité et des délais serrés, de sorte qu'il lui faut revoir constamment les plans de travail.

Le ou la titulaire peut être appelé(e) à se déplacer partout au Canada lorsqu'il faut diriger des recherches sur le terrain dans le cadre de projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace, et transporter des porte-documents, des valises et un ordinateur portatif.

### **Additional Information - Renseignements supplémentaires**

S.O.



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Gestionnaire, Évaluation des programmes	Job/Generic Number / Numéro d'emploi/de générique EC07H03 / 20048306	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur – emploi 19 janvier 2020	
Job Classification / Classification de l'emploi EC-07	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 6(125) + 4(90) + 6(140) + 5(80) + 5(80) + 5(165) + 1(3) + 1(2) + 2(8) = 693	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Directorate/District Direction/District Direction de la vérification interne et de l'évaluation des programmes (DVIEP)	Division Division de l'évaluation des programmes (DEP)/Division des pratiques professionnelles (DPP)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	<u>Claudette Blair</u> Name / Nom	Signature	<u>2020-11-17</u> Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Gestion des évaluations des programmes, des politiques et des initiatives de l'Agence et offre de services d'orientation et de conseil à l'appui du respect de la Politique sur les résultats du Conseil du Trésor.

Direction des projets d'évaluation et offre de conseils stratégiques à la haute direction sur l'évaluation et les résultats.

### **Key Activities – Activités principales**

Superviser et diriger la réalisation simultanée de multiples projets d'évaluation selon les délais approuvés. Diriger et gérer les équipes de projet dans toutes les étapes des évaluations des programmes, des politiques et des initiatives de l'Agence, ce qui comprend l'établissement de la portée des évaluations, la planification, l'élaboration des méthodes, l'exécution des méthodes de collecte de données, l'analyse des résultats, la production de rapports d'évaluation et d'autres produits et leur approbation. Élaborer le plan d'évaluation annuel de l'Agence et exercer un rôle déterminant dans le choix des programmes, des politiques et des initiatives à examiner au cours des cinq prochaines années.

Surveiller les principaux risques et jalons des projets et gérer les écarts par rapport au calendrier. Faciliter le travail de l'équipe d'évaluation et l'aider à éliminer les obstacles qui risquent de compromettre la réalisation d'une évaluation, notamment en les portant à l'attention du directeur. Tenir le directeur informé de l'avancement (ou non) des projets d'évaluation.

Aider les chefs d'équipe à choisir des approches et des méthodes appropriées pour évaluer la pertinence, le rendement, la réussite et l'efficience des programmes, des politiques et des initiatives. S'assurer que les équipes de projet utilisent des processus d'évaluation (p. ex., grille d'évaluation, instruments de collecte de données, matrice des éléments de preuve, séances d'analyse) pour garantir la qualité et la rigueur méthodologique. Aider à la résolution des difficultés méthodologiques pour veiller à ce que les renseignements factuels soient fournis de manière neutre.

Gérer et surveiller l'état de préparation général en vue des réunions du Comité consultatif de l'évaluation (CCE) et du Comité de la mesure du rendement et de l'évaluation (CMRE).

Assurer une fonction de remise en question et de contrôle de la qualité en examinant tous les principaux outils, instruments, communications et produits d'évaluation et en fournissant un retour d'information. Approuver tous les principaux outils, instruments, communications et produits d'évaluation avant l'examen et l'approbation du directeur et du DG.

Nouer et entretenir des relations de travail avec les gestionnaires de programme et les autres intervenants liés aux évaluations. Assurer la liaison entre l'équipe et la haute direction de la DVIEP.

Donner des conseils sur la mesure du rendement et l'élaboration d'indicateurs de programme pour les programmes, les politiques et les initiatives de l'Agence. Fournir des conseils spécialisés stratégiques aux clients de l'Agence à l'échelle nationale (hauts fonctionnaires/gestionnaires, gestionnaires opérationnels/de programmes) au sujet des plans d'évaluation stratégiques, annuels et à long terme, de l'établissement des priorités, de la planification stratégique, de l'élaboration des politiques, de l'analyse des risques, de la mesure du rendement, de la surveillance et de la production de rapports.

Contribuer au budget de la Division et déterminer et gérer les ressources pour s'assurer que les engagements de dépenses et les échéances des projets d'évaluation sont respectés. Surveiller et ajuster les prévisions de façon régulière.

Évaluer continuellement la disponibilité du personnel pour les projets d'évaluation et les besoins en personnel de la Division dans son ensemble. Diriger l'identification, l'évaluation, le recrutement et l'intégration des nouveaux membres du personnel.



Effectuer des évaluations semestrielles et annuelles du rendement des employés. Diriger, encadrer et guider le personnel responsable des évaluations. Gérer les besoins des employés en matière d'apprentissage et de formation.

Promouvoir un milieu de travail sain et diversifié.

Gérer les pratiques de l'équipe de façon à s'assurer qu'elles respectent les politiques de l'organisation, comme la manipulation et le traitement des documents conformément aux politiques et aux procédures du gouvernement en matière de sécurité.

Répondre aux questions de la Division des pratiques professionnelles de la Direction de la vérification interne et de l'évaluation des programmes (DVIEP) de l'ASFC, diriger les initiatives de la DVIEP ou y participer et contribuer à l'amélioration continue des processus de la division. Collaborer à des évaluations horizontales et conjointes et à la détermination de l'efficacité et de l'efficience des politiques et des programmes pangouvernementaux.

## **Knowledge - Connaissances**

Connaître les théories, les principes, les normes, les pratiques et les outils associés à l'évaluation de programmes pour choisir l'approche appropriée pour la réalisation d'évaluations portant sur des programmes précis, déterminer les forces et les faiblesses relatives des approches, gérer les projets d'évaluation, superviser l'application des méthodes et des techniques par les équipes de projet.

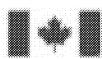
Connaître les théories et les principes de l'économie, de la socioéconomie, de la démographie, de la statistique, de la formulation et de la validation des hypothèses; les approches quantitatives y compris l'échantillonnage statistique et la projection, l'étalonnage; l'analyse des ratios et des tendances; la conception et l'utilisation de sondages et de questionnaires; l'élaboration du guide d'entrevue, la simulation et l'analyse des options; la science de la gestion et les méthodes quantitatives/qualitatives. Ces connaissances sont nécessaires pour : évaluer la prestation des programmes législatifs et réglementaires et des services opérationnels de l'ASFC; gérer les évaluations de programmes/politiques complexes, guider les recherches économiques et socioéconomiques approfondies au cours des projets d'évaluation et des missions de consultation; adapter/ajuster les méthodologies et les approches de recherche; fournir une analyse et des conseils d'expert sur les politiques/programmes/problèmes; et élaborer des options, des stratégies, des cadres, des recommandations pour modifier et améliorer les lois, les règlements, les politiques, les programmes, les processus.

Connaître la théorie de mesure du rendement et des cadres de mesure du rendement de l'organisation (cadre ministériel des résultats (CMR) et profils de l'information sur le rendement (PIR)) et comprendre, notamment, le moment où un profil de l'information des programmes est nécessaire, les liens vers les résultats, la structure d'une organisation, les profils du programme, les résultats attendus, la surveillance du rendement et les plans d'évaluation. Ces connaissances approfondies sont utilisées pour planifier, gérer et jouer le rôle de conseiller expert en résultats auprès de la direction.

Connaître les principes d'élaboration et de gestion de programmes pour fournir des conseils sur les PIR. Il importe, à cette fin, de connaître les lois et les politiques sous-jacentes qui régissent le programme, les objectifs, les buts, les ressources, les mécanismes d'exécution, les partenariats, la mesure du rendement, la surveillance, la production de rapports et l'évaluation.

Connaître les théories, les principes et les pratiques ayant cours dans les domaines de la gestion, des affaires et de l'administration publique et ayant trait aux fonctions suivantes : planification stratégique et opérationnelle; détermination du risque; cadres de gouvernance, de leadership et de gestion; contrôles internes et gestion des communications et de l'information pour exécuter la fonction d'évaluation et d'élaborer des recommandations pour améliorer les processus, systèmes et procédures de l'Agence; donner des conseils sur la gestion du risque; gérer la communication de l'information aux gestionnaires supérieurs de l'Agence; fournir des orientations éclairées et de l'information sur l'élaboration des CMR et des PIR; et promouvoir l'importance des activités d'évaluation; guider les gestionnaires supérieurs dans la mise en œuvre d'initiatives d'amélioration de la gestion.

Connaître les principes et les pratiques de gestion des personnes, y compris les processus requis pour



recruter, former, motiver et gérer les employés. Connaître les politiques et les procédures du gouvernement du Canada et de l'Agence, y compris celles liées à la sécurité de l'information, à l'AIPRP, aux valeurs et à l'éthique et au Code de déontologie. Ces connaissances sont nécessaires pour superviser le déroulement du travail, optimiser la productivité en milieu de travail, guider et surveiller le respect des politiques gouvernementales par les employés, favoriser l'épanouissement professionnel des employés et stimuler leur rendement et leur moral.

Connaître les systèmes parlementaires, les rouages du gouvernement, et ses attentes en ce qui concerne l'Agence, les processus politiques et législatifs, les priorités du gouvernement et les dossiers de gestion actuels et émergents. Ces connaissances sont nécessaires pour contribuer à la planification des évaluations, recommander des changements aux politiques, aux programmes et aux mécanismes de prestation des services, présenter des conseils et des orientations concernant l'élaboration de plans stratégiques et opérationnels et des autres documents comme CMR, les plans ministériels, les rapports sur les résultats ministériels, etc.; et évaluer les changements aux lois fédérales, aux politiques des organismes centraux et aux structures de l'Agence concernant les positions et les politiques de l'Agence.

Connaître la législation qui régit les activités de l'Agence et ses programmes, et connaître la gestion et les exigences administratives concernant des questions, des méthodes et des processus précis liés à l'évaluation et aux résultats à l'égard de la *Loi sur les douanes*, de la *Loi sur l'immigration et la protection des réfugiés*, de la *Loi sur l'Agence canadienne d'inspection des aliments*, de la *Loi sur la gestion des finances publiques*, de la *Loi sur le vérificateur général*, des articles pertinents de la *Loi fédérale sur la responsabilité*, de la *Loi sur la protection des renseignements personnels*, de la *Loi sur l'accès à l'information*, de la *Loi sur les langues officielles*. Connaître les politiques et les directives pertinentes du Conseil du Trésor comme celles sur la recherche sur l'opinion publique. Ces connaissances en matière de lois et de politiques sont nécessaires pour comprendre l'incidence prévue des lois, des principaux règlements et des interrelations avec d'autres textes législatifs fédéraux ou provinciaux et servir de base pour recommander des modifications aux instruments législatifs, réglementaires, de programmes et de politiques orientant les activités de l'Agence.

Connaître la Politique sur les résultats et les directives, procédures obligatoires et normes connexes du Conseil du Trésor afin d'améliorer l'objectivité et de participer à l'élaboration des politiques et des normes des organismes centraux.

Connaître les applications et les logiciels de technologie de l'information, dont les logiciels de traitement de texte et les feuilles de calcul.

Connaître les principes de base de données et les systèmes de gestion de l'information de l'ASFC, comme le Système intégré de rapports de gestion, les Systèmes administratifs d'entreprise et le Système intégré d'exécution des douanes, utilisés dans la conduite des recherches pour appuyer les activités d'évaluation, afin de s'assurer que les renseignements d'évaluation sont recueillis et liés au mandat de l'Agence, et de garantir la collecte efficiente et efficace des données de recherche.

## **Decision Making and Analysis - Prise de décision et analyse**

Orienter la recherche, la collecte et l'analyse des données quantitatives et qualitatives qui constituent la base des constatations factuelles, des conclusions et des recommandations des projets d'évaluation pour évaluer la pertinence, l'efficacité et l'efficience des programmes, politiques et initiatives ministériels. Réfléchir de manière analytique dans le cadre de la mise à l'essai des hypothèses, de la détermination des causes et des effets, de l'analyse et du résumé d'importantes quantités de données, de la triangulation des données et de l'évaluation de l'incidence. L'analyse quantitative est nécessaire (statistiques descriptives et déductives). Réfléchir de manière analytique est nécessaire pour évaluer les données, qui visent à déterminer les tendances, les anomalies et les écarts et qui sont souvent incomplètes, ce qui peut nécessiter la recherche de solutions de rechange pour produire de meilleures données. Être très minutieux, attentif aux détails, et réfléchir de façon stratégique.

Posséder un esprit d'analyse pour, aux premières étapes du processus d'évaluation, assimiler et comprendre d'importantes quantités d'information, notamment les objectifs des programmes, des politiques et des initiatives et leur orientation future; déterminer les problèmes et les besoins de l'Agence de façon objective et exacte; et compiler, analyser et résumer de nombreux renseignements.



Habituellement, les éléments d'information sont nombreux et conflictuels (priorités gouvernementales et ministérielles, enjeux politiques, intérêts des organismes centraux, relations interministérielles, facteurs environnementaux et autres), et il convient d'en tenir compte.

Être capable de s'organiser de façon à gérer des projets simultanés et être capable de communiquer efficacement de vive voix et par écrit. Ces aptitudes sont nécessaires pour garantir la présentation en temps opportun de rapports d'évaluation et de produits de qualité aux réunions du CCE et du CMRE. Ces comités jouent un rôle essentiel et, à ce titre, ils peuvent avoir des répercussions sur les relations à l'interne et à l'externe, et sur la crédibilité de la Division de l'évaluation des programmes.

Demeurer en position assise pendant de longues périodes lorsqu'il s'agit d'utiliser un ordinateur pour analyser des documents et examiner des rapports, et de participer à des réunions. Faire preuve d'une attention soutenue lorsqu'il s'agit de réviser et d'examiner des rapports d'évaluation, des documents de présentation et d'autres produits liés aux évaluations.

Posséder la dextérité, la coordination et l'acuité visuelle nécessaires pour rédiger des documents et des rapports avec justesse au moyen d'un clavier.

## **Communication and Contacts - Communication et Contacts**

Posséder des aptitudes en communication (verbale et écrite) pour mener des entrevues de même qu'animer et diriger des groupes de discussion; rédiger et présenter des rapports, des exposés et des documents; communiquer les résultats et les recommandations découlant des évaluations des programmes à la haute direction; négocier l'acceptation des recommandations et établir un consensus pour s'assurer de l'engagement. Ces aptitudes doivent notamment permettre de présenter des arguments convaincants pour persuader les cadres supérieurs d'accepter les recommandations proposées et de demander leur avis concernant les projets d'évaluation et la mesure du rendement. Elles doivent aussi permettre d'examiner et de retenir les points saillants de la documentation volumineuse liée aux programmes de façon à réaliser l'évaluation des programmes et à fournir des commentaires et une analyse concernant les présentations au Conseil du Trésor, les mémoires au Cabinet, les CMR, les PIR et les autres documents ministériels.

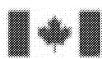
Posséder des compétences en négociation, qui sont nécessaires tout au long de l'évaluation, surtout au moment de faire accepter les constatations, les conclusions et les recommandations par le gestionnaire du programme.

## **Responsibilities – Responsabilités**

Conceptualiser des approches de recherche, rechercher, analyser, interpréter et modéliser des perspectives multiples sur les objectifs de programmes, les lois, les politiques, les lignes directrices, les procédures, ainsi que les principales préoccupations et possibilités des gestionnaires, afin de définir les questions et de déterminer la façon dont les résultats et les recommandations peuvent permettre à la haute direction de mieux aborder ces questions. Cette responsabilité comprend l'adoption d'autres approches pour réaliser les objectifs choisis et concevoir un cadre servant à l'analyse de divers renseignements qualitatifs et quantitatifs à recueillir. De nombreux projets d'évaluation de programme exigent de tenir compte d'un large éventail d'approches possibles ou d'en élaborer de nouvelles en réponse à des problèmes particuliers.

Résumer et analyser une grande quantité d'information plus ou moins complexe et complète afin de déterminer les éléments de base et d'évaluer les risques et les possibilités de changement. Examiner et analyser une vaste gamme de politiques administrées par d'autres organisations nationales et internationales et les services des douanes et d'immigration d'autres pays pour recommander des solutions pour une intégration efficace et efficiente et l'harmonisation des programmes, des politiques et des initiatives.

S'assurer que des méthodes rigoureuses sont appliquées correctement et fournir une expertise professionnelle dans le cadre de projets très en vue et à risque élevé. Gérer les équipes d'évaluation



participant à la recherche, à la détermination et à l'analyse des variables et des problèmes complexes, multidimensionnels, interreliés; l'évaluation des répercussions socioéconomiques ou environnementales; et la production d'options faisant autorité et de conseils stratégiques selon des conclusions qui sont ciblées de façon stratégique, objectives, factuelles, pertinentes, crédibles et établies en temps opportun.

Veiller à ce que la portée des projets d'évaluation corresponde à l'ampleur et à la complexité des politiques, des programmes et des services de l'ASFC, notamment en tenant compte des lois habilitantes et du mandat de l'Agence; de la grande latitude pour l'élaboration de nouvelles stratégies et approches en matière de politiques et de programmes; de la nature révolutionnaire des initiatives d'application de la loi; et des ententes de partenariat complexes et novatrices avec d'autres ministères, les gouvernements provinciaux, l'industrie (importation/exportation), le secteur privé et des organisations internationales.

En consultation avec le directeur, prendre des décisions concernant l'orientation, la portée, la conception, le budget et les ressources des projets pour effectuer des évaluations et fournir une expertise et des conseils sur la mesure du rendement. S'assurer que les décisions tiennent compte de la responsabilisation et de l'image professionnelle de l'Agence dans la gestion et l'exécution de son mandat. Fournir à la haute direction des conseils qui font autorité en matière d'évaluation, de résultats, de mesure du rendement, de collecte de données et de nouvelles façons d'exécuter les programmes. Superviser l'élaboration de recommandations ayant une incidence directe sur la façon dont l'Agence poursuit ses programmes, ses politiques et ses initiatives, les améliore, les élimine ou en crée et en lance des nouveaux et sur la façon dont elle mesure le rendement.

S'assurer que les chefs de projet utilisent les processus d'évaluation (p. ex., grille d'évaluation, instruments de collecte de données, matrice des éléments de preuve, séances d'analyse) pour garantir la qualité et la rigueur méthodologique. Examiner et vérifier la qualité des produits d'évaluation clés (p. ex. document d'orientation, plan d'évaluation, rapport/document de présentation définitif) qui seront présentés au CCE et au CMRE.

Superviser la préparation des documents à présenter au CCE et au CMRE. Faire des présentations officielles des résultats d'évaluation, des rapports, des mises à jour sur l'état et des autres activités d'évaluation au CCE et au CMRE. Favoriser la discussion, arbitrer les conflits et établir le consensus sur les cadres (principaux engagements en matière de résultats, mesure du rendement et cadres hiérarchiques) et sur les évaluations (plans, méthodes, constatations, conclusions et recommandations).

Nouer et entretenir des relations de travail avec les gestionnaires de programme et les autres intervenants liés aux évaluations. Assurer la liaison entre l'équipe et la haute direction de la DVIEP. Rédiger et superviser la rédaction des documents de communication, y compris les notes d'information, aux fins d'examen et/ou d'approbation par le directeur ou le DG.

Fournir des conseils sur les indicateurs de rendement, les stratégies pour la collecte des données et les questions d'établissement de rapports et d'évaluation; la capacité de la direction à évaluer de façon objective les résultats des programmes, des politiques et des initiatives et de prendre des décisions essentielles concernant les enjeux fondamentaux touchant la gestion, la conception et la mise en œuvre des programmes; et la pertinence, l'efficacité et l'efficience des programmes, des politiques et des initiatives.

Favoriser la mesure du rendement et s'assurer de la compréhension par la direction du rôle que jouent la mesure du rendement et les évaluations des programmes en permettant des évaluations exhaustives et indépendantes des programmes et la formulation de recommandations pertinentes à l'intention de la direction des programmes et de l'Agence pour améliorer et surveiller le rendement/l'exécution des programmes de l'Agence.

Organiser, gérer et superviser de multiples équipes de projet simultanées et multidisciplinaires pour la réalisation de projets d'évaluation et d'autres tâches de la Division de l'évaluation des programmes. Cette responsabilité comprend l'établissement des objectifs de travail, la supervision du rendement et de la progression des projets, l'orientation et la formulation de conseils quant aux évaluations, le mentorat et l'encadrement du personnel, l'évaluation du rendement et du perfectionnement professionnel, la résolution de conflits et la recommandation de mesures disciplinaires au besoin.

Fournir une rétroaction continue aux employés au besoin et effectuer leurs évaluations du rendement



(établissement des ententes au début de l'exercice et évaluations de mi-exercice et de fin d'exercice). Déterminer les besoins d'apprentissage et de formation des employés, proposer des activités d'apprentissage et de formation et en discuter avec les employés et approuver les activités d'apprentissage et de formation. Encourager et aider les employés à réaliser leur plan d'apprentissage personnel et à participer à d'autres occasions d'apprentissage et de formation, y compris la formation de groupe.

Promouvoir un milieu de travail sain et diversifié; surveiller et gérer le bien-être des employés. Favoriser la résolution de conflits interpersonnels ou liés au travail entre les membres de l'équipe. Approuver les demandes de congés du personnel.

Évaluer continuellement la disponibilité du personnel pour les projets d'évaluation et les besoins en dotation pour l'ensemble de la division. Diriger et exécuter les processus de sélection, y compris l'élaboration des critères de sélection, l'élaboration des outils d'évaluation, la présélection des demandes, l'évaluation des candidats et l'embauche et l'intégration de nouveaux employés. Appuyer l'intégration des employés en veillant à ce qu'ils disposent d'un cubicule et du matériel informatique nécessaire; leur affecter un « compagnon »; leur fournir de l'information et des ressources pour les intégrer à l'ASFC, à la DVIEP et/ou au domaine de l'évaluation; encourager les étudiants à assister à des séances d'orientation ou à d'autres activités pour les étudiants; et veiller à ce que les employés, y compris les étudiants, reçoivent des tâches utiles.

Contribuer au budget de la division et déterminer et gérer les ressources (humaines, financières, techniques, internes et externes) pour s'assurer que les engagements de dépenses sont respectés et que les échéanciers du projet d'évaluation sont respectés. Surveiller et ajuster les prévisions de façon régulière.

Gérer les pratiques de l'équipe de façon à s'assurer qu'elles respectent les politiques de l'organisation. S'assurer que les employés manipulent et traitent les documents conformément aux politiques et aux procédures du gouvernement en matière de sécurité et qu'ils respectent les politiques sur la gestion de l'information et la sécurité des TI. Compiler et examiner la documentation conformément aux politiques et aux exigences de l'AIPRP et aux délais impartis.

Superviser la gestion des contrats pour les services consultatifs professionnels. Préparer des demandes de propositions; évaluer les propositions soumises; examiner les exigences et les critères d'évaluation et négocier les coûts, l'ampleur et le niveau de service et la sélection des propositions. Embaucher des entrepreneurs indépendants et leur donner des directives. Planifier et coordonner le travail effectué; surveiller le rendement; vérifier que les services ont été rendus, accepter/refuser les produits livrables et approuver/recommander le paiement des factures.

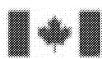
Répondre aux demandes ministérielles de l'ASFC, de la DVIEP et de la DPP et contribuer aux initiatives ministérielles de la DVIEP et les diriger, et contribuer à l'amélioration continue des processus de la division. Contribuer à l'élaboration du Plan intégré de vérification et d'évaluation axé sur le risque de l'Agence (plan annuel).

## **Working Conditions - Conditions de travail**

Les activités quotidiennes sont réalisées dans un bureau à aire ouverte bruyant où il est impossible de s'isoler pour travailler sans être dérangé(e) et se laisser distraire par les collègues, les visiteurs et les appels et où il faut s'exposer quotidiennement à la luminosité d'un écran d'ordinateur.

Le ou la titulaire est continuellement tenu de respecter des délais et de répondre à de multiples demandes simultanées, et son travail peut faire l'objet de critiques. Il ou elle doit parfois traiter des demandes imprévues et de nature délicate sur le plan politique et doit mener des négociations de haut niveau dans un contexte conflictuel.

Le ou la titulaire peut être appelé(e) à se déplacer partout au Canada pour gérer des projets d'évaluation. Il ou elle peut ainsi devoir attendre dans les aéroports, voyager à bord d'avions offrant peu d'espace et transporter des porte-documents, des valises et un ordinateur portatif.



## **Additional Information - Renseignements supplémentaires**

*Ce poste revêt une importance cruciale pour l'exercice de la fonction d'évaluation de l'ASFC conformément aux politiques et aux demandes spécifiques des ministres du Conseil du Trésor. Ce poste est particulièrement essentiel compte tenu de l'environnement gouvernemental actuel axé sur la responsabilisation accrue et des demandes visant à ce que l'Agence démontre l'efficacité des programmes par rapport aux résultats attendus exposés dans le CMR et les PIR. Le dirigeant principal de la vérification et de l'évaluation est le chef de l'évaluation pour l'ASFC et est directement responsable de l'exécution de la Politique sur les résultats du Conseil du Trésor et des politiques de paiements de transfert au sein de l'Agence, y compris la gestion des évaluations visant à justifier l'existence et la pertinence des programmes de l'ASFC pour les besoins du Système de gestion des dépenses en évolution et à des fins d'examen stratégique. Les exemples actuels comprennent l'orientation concernant les cadres ministériels des résultats et les profils de l'information sur le rendement, les stratégies d'évaluation et les évaluations exigées par le SCT au sujet des initiatives importantes de l'ASFC comme le Manifeste électronique (classé comme un grand projet de l'État). Le poste de gestionnaire est essentiel pour que le directeur de l'évaluation gère de façon efficace les réponses de l'ASFC à ces multiples demandes importantes provenant des organismes centraux et les politiques connexes.*

<b>Job Abbr.</b>	<b>Group &amp; Level</b>	<b>Job Number</b>	<b>Effective Date</b>
EC02H02	EC-02	20048301	2020-01-19
EC03H02	EC-03	20045952	2019-09-16
EC03H03	EC-03	20048302	2020-01-19
EC04H02	EC-04	20045953	2019-09-16
EC04H03	EC-04	20048303	2020-01-19
EC05H02	EC-05	20045954	2019-09-16
EC05H03	EC-05	20048304	2020-01-19
EC06H02	EC-06	20048305	2020-01-19
EC07H03	EC-07	20048306	2020-01-19

<b>Job Abbr.</b>	<b>Position Number</b>	<b>Group &amp; Level</b>	<b>Effective Date</b>
EC02H02	NA	EC-02	NA
EC03H02	<b>30360666</b>	EC-03	2019-09-17
	<b>30360667</b>	EC-03	2019-09-17
EC03H03	NA	EC-03	NA
EC04H02	<b>30360668</b>	EC-04	2019-09-17
	<b>30360669</b>	EC-04	2019-09-17
EC04H03	NA	EC-04	NA
EC05H02	<b>30362673</b>	EC-05	2019-11-04
	<b>30362675</b>	EC-05	2019-11-04
	<b>30362776</b>	EC-05	2019-11-04
	<b>30360670</b>	EC-05	2019-09-17
EC05H03	NA	EC-05	NA
EC06H02	NA	EC-06	NA
EC07H03	NA	EC-07	NA



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Evaluation Analyst	Job/Generic Number / Numéro d'emploi/de générique EC04H03 / 20048303	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-04	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 3(35) + 1(5) + 3(50) + 3(35) + 3(40) + 3(75) + 1(3) + 1(2) + 1(5) = 250	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	 Signature	2020-11-13 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Participation in evaluation projects, including research, design, data collection and validation, data analysis and report preparation in support of the Treasury Board Policy on Results.

### **Key Activities - Activités principales**

As a member of a project team and under the direction of the project leader, conducts socio-economic evaluation research and analysis to support evaluation project components aimed at determining the relevance, effectiveness and efficiency of departmental and interdepartmental programs, policies, initiatives and services, in accordance with the Treasury Board's Policy on Results.

Reviews performance indicators for program and evaluation projects. Contributes to the scoping of evaluation projects to determine lines of enquiry and evaluation questions. Assists in the development of research approaches, methodologies and analytical tools.

Locates data sources for the collection of performance, operational, financial and human resources data for evaluation to be used as an evidence base. Validates and evaluates the data, identifies and documents gaps, and proposes solution to gaps in data; delivers statistical results; tests and applies methodologies, tools and techniques to sort and summarize data; and establishes database structure.

Collects and analyzes other information (e.g. via document reviews, literature reviews, media content analysis) from a variety of internal and external sources. Researches and analyses socio-economic trends and developments, analyzes their implications in relation to the program objectives. Drafts research reports, papers and segments of larger reports concerning program evaluation findings, trends, indicators and factors.

Assists the project leader and evaluation team as required in carrying out interviews, surveys, focus groups, field research visits, and/or other data collection methods.

Contributes to the examination and analysis of data collected. Provides advice, interpretation and explanation of findings to project team members and program managers. As a member of a project team, contributes to the planning process for evaluations, and makes significant contributions to the research and analysis of quantitative and qualitative data. Leads short term research and analysis issues which contribute to evaluation studies.

Contributes to, or leads elements of, drafting quality evaluation reports and other products and communication materials for review by the project leader.

Assists with the preparation and coordination of meetings of the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee.

Maintains working relationship with data and other OPIs and explains the evaluation project, process and intent.

### **Knowledge - Connaissances**

Knowledge of program evaluation theories, principles, practices, tools and standards and an understanding of related fields of socio-economics and statistics. This knowledge is required to carry out assigned tasks as a member of an evaluation team in order to determine the relevance, effectiveness and efficiency of Agency and inter-departmental programs, policies, and services; and to acquire, validate,



interpret and evaluate the usefulness of data to be used as the basis for findings and evaluations of program design, implementation, effectiveness and efficiency, strategic options, alternate forms of service delivery, performance measurement and other program/policy strategies.

Knowledge of database principles and CBSA's information management systems such as CMRS, CAS, ICES, etc. used in the conduct of research to support evaluation activities, to ensure that evaluation information is collected and linked to the Agency's mandate.

Knowledge of information technology applications, including word processing and spreadsheets, is required in order to conduct and document evaluation projects and prepare reports and presentations, and to search/retrieve, manage and analyze information/data.

Knowledge of the Agency's mandate, culture, strategic direction, business lines, policies, programs, services, accountability mechanisms/structures, and management practices. This knowledge is required to place project activities in a broader context, to organize and carry out research and analysis assignments, and to facilitate information sharing. This knowledge is also required to develop recommendations for use by program managers for bringing about improvements to policies, program and service delivery.

Knowledge of the legislation under which the Agency and its programs operate such as the Customs Act, the Immigration and Refugees Protection Act, Canadian Food Inspection Agency Act, the Financial Administration Act, the Auditor General Act, relevant sections of the Federal Accountability Act, Privacy and Access to Information Acts, Official Languages Act, and others, to conduct meaningful analysis and to provide sound advice and recommendations on the development of strategies and policies for improving program effectiveness.

Knowledge of the Treasury Board's Policy on Results and supporting instruments, and general knowledge of current standards and practices within the evaluation community.

## **Decision Making and Analysis - Prise de décision et analyse**

Analytical thinking is required in the testing of hypotheses, attributing cause and effect, analysis and synthesizing large amounts of data, triangulating data from many different sources and assessing impacts. Quantitative analysis is required (descriptive and inferential statistics). Analytical thinking is required to assess the data which is frequently incomplete and may require finding alternatives to generate better data, and is aimed at identifying trends, anomalies and discrepancies. Being very thorough, attentive to details, as well as thinking strategically looking at the big picture, is required.

Analysis is required in the early stages of an evaluation to assimilate and understand large amounts of information pertaining to the policy or program under examination, including its intended objectives. Typically, there are many, often conflicting, elements – government-wide and departmental priorities, political concerns, Central Agency interests, and interdepartmental dependencies and relationships - that have to be taken into consideration.

Written and verbal communication skills and the ability to listen are required to help ensure quality and timely evaluation reports and other products are tabled at the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings. These committees are critical, and can affect internal and external relationships, and the credibility of the Program Evaluation Division.

The work involves sitting for long periods at a computer terminal while performing desk work (particularly with regards to searching and analyzing material) and while attending meetings. Attention is required when working with data and when editing/reviewing evaluation reports, decks and other products. Lapses in attention could result in missing information and an incomplete understanding.



## **Communication and Contacts - Communication et Contacts**

Communications skills (verbal and written) are required to articulate evaluation findings and to develop clear, concise and effective reports, decks and other evaluation-related products that inform, guide and promote acceptance from senior management and stakeholders. Communications skills are required to: establish positive client relations; conduct interviews; participate in meetings and in working groups; facilitate focus groups; participate in meetings with program managers throughout the evaluation project; and articulate findings and conclusions in clearly and concisely, in non-technical language.

Provides input to work plans and processes. Assists with the on-boarding of new members of the project team and supports students and other more junior or less experienced team members. Shares experiences and expertise with colleagues in the division and directorate.

Participates in/leads learning and knowledge sharing activities, such as lunch-and-learns, evaluation lessons-learned, team discussions, coaching and mentoring.

## **Responsibilities – Responsabilités**

Contributes to the development of research and analytical methodologies to evaluate the relevance, effectiveness and efficiency of Agency policies, programs and initiatives. Collects, reviews, assimilates and analyzes, using various methodologies (e.g. cost-benefit, comparative analysis) and analytical tools (e.g. statistical analysis, qualitative and quantitative analysis); interprets and summarizes information and data collected from a variety of methods and sources (e.g. surveys, interviews, literature reviews, program documentation, operational data, statistical databases and reports), in order to establish conclusions on policy/program effectiveness, develop options for program improvements, and to respond to internal and external requests for information and advice on performance measurement. Ensures that the findings are fair, well balanced and credible.

Recommends evaluation methodologies, procedures and best practices to improve evaluation results, and professional practices.

Helps new employees to adapt, provides coaching and on-the-job training and recommends appropriate training and development.

Provides input to the development of the CBSA Evaluation Plan and the planning and costing of specific evaluations and results-based management projects.

Contributes to drafting quality evaluation reports, decks and other products for review by the project leader. Contributes to the preparation of communication materials and infographics. Assists with coordinating and ensuring readiness of materials/products for the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings.

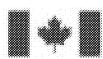
Completes assigned tasks within approved timelines. Keeps project lead apprised of progress in assigned tasks.

There are no significant responsibilities related to financial resources.

Ensures confidentiality of information and maintains own office materiel resources.

## **Working Conditions - Conditions de travail**

Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy, distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.



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Exposure to multiple tasks, changing and conflicting priorities, productivity expectations and deadlines require constant adjustment to work plans.

May occasionally be required to travel across Canada to conduct field research for evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

N/A



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

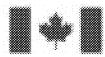
Job Title / Titre d'emploi Junior Analyst	Job/Generic Number / Numéro d'emploi/de générique EC02H02 / 20048301	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-02	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 2(15) + 1(5) + 2(25) + 2(15) + 2(20) + 2(30) + 1(3) + 1(2) + 1(5) = 120	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date



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<b>Delegated Authority Authorité Délégué</b>	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	<u>Claudette Blair</u> Name / Nom	 Signature	<u>2020-11-17</u> Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Support for the conduct of research, data collection and analysis for evaluation projects.

### **Key Activities - Activités principales**

As a member of a project team and under the direction of the project leader, assists with the carrying out of socio-economic evaluation research and analysis to support evaluation project components aimed at determining the relevance, effectiveness and efficiency of departmental and interdepartmental programs, policies, initiatives and services, in accordance with the Treasury Board Policy on Results

Consults with the project leader to discuss and fully understand project goals and objectives.

Contributes to the review of performance indicators for the program and evaluation project.

Collects and compiles quantitative and qualitative data (e.g., literature and document review, media analysis) that will support evaluation projects. Verifies accuracy of quantitative data and validates the source and methodology to reduce error and data quality issues. Advises the project leader on the potential usefulness of data and data sources, and makes recommendations for further investigation. Writes summaries and recommendations on data suitability.

Establishes a network of contacts within and outside the Agency to obtain data, clarify data needs, discuss data/documents and exchange information. Conducts document reviews, literature reviews and media content analysis, as required.

Participates as a member of the project team in key informant interviews, focus groups, and/or other client-facing sessions, and takes notes as required.

Assists with coordination of, and may participate in, field research visits.

Conducts analyses of quantitative and qualitative data collected. Contributes, with guidance from senior colleagues, to the preparation of evaluation products and communication materials. Contributes to the preparation of infographics.

Supports the secretarial functions for the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee, as required.

### **Knowledge - Connaissances**

Knowledge of research and analytical methods, techniques and practices to ensure that appropriate data collection strategies are in place for the production of reliable and accurate findings (for example, knowledge of surveys, interviews, analytical tools, statistical methods, problem analysis, hypothesis formulation/validation, quantitative approaches, benchmarking, trend analysis).

Knowledge of information technology applications, including word processing and spreadsheets, is required in order to conduct and document evaluation projects.

Knowledge of the mandate, business lines, policies, programs and services of the CBSA. This knowledge is required to align research and analysis activities with program objectives.

Knowledge of the Customs Act, the Immigration and Refugees Protection Act, and the Canadian Food Inspection Act, to participate in the conduct of evaluations.



Knowledge of the Treasury Board Policy on Results and supporting instruments, and general knowledge of current standards and practices for program evaluation.

### **Decision Making and Analysis - Prise de décision et analyse**

Conducts routine qualitative and quantitative analysis of documents and data to contribute to the preparation of findings of subcomponents of studies and projects as part of the evaluation of the relevance, effectiveness and efficiency of departmental programs, policies, and initiatives. Data which is aimed at identifying trends, anomalies and discrepancies is frequently incomplete and may be misleading which may require finding alternatives to generate better data.

Contributes to the evaluation project planning and conduct, particularly in terms of: assimilating and understanding large amounts of information including program, policy, and initiative objectives and their present and future focus; understanding departmental problems and needs objectively and accurately; and compiling, analyzing and synthesizing a wide range of quantitative and qualitative data, information and evidence. Typically, there are many, often conflicting elements – government-wide and departmental priorities, Central Agency interests, interdepartmental relationships, environmental and other factors - that have to be taken into consideration.

The work involves sitting for long periods at a computer terminal while performing desk work (particularly with regards to searching and analyzing material) and while attending meetings. Lapses in attention could result in missing information and an incomplete understanding.

### **Communication and Contacts - Communication et Contacts**

Provide information to clients about the evaluation project and process. Establishes a network of contacts within and outside the Agency to obtain data, clarify data needs, discuss data/documents and exchange information.

Oral and written communications skills are required to: explain and discuss data and documents with internal and external sources; provide information and advice to clients regarding data collection procedures and their obligations; provide information and explanation on the purpose, expectations and procedures involved in evaluation exercises; and to discuss project objectives, purpose and specific issues related to assigned tasks with the project leader and/or Manager.

Listening skills are required to participate in interviews (take notes) with clients.

### **Responsibilities – Responsabilités**

As a member of an project team, undertakes evaluation-related data collection and analysis to ensure the CBSA meets its obligations with regards to the Treasury Board's Policy on Results.

Collects quantitative and qualitative data and information, assesses its suitability for evaluation projects and resolves data quality problems. This involves gathering, validating, manipulating, testing and evaluating raw and structured data and assessing its applicability to a wide range of evaluation uses. Identifies and uses data sources inside and outside the CBSA. Advises the project leader on the potential usefulness of data and data sources and recommends the need for further investigation to draw conclusions and make assessments for inclusion in evaluation reports or other products.

Conducts document reviews, literature reviews and media content analysis, as required. Conducts analyses of quantitative and qualitative data collected and writes summaries.



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Participates as a member of the project team in key informant interviews, focus groups, and/or other client-facing sessions, and takes notes as required.

Contributes to the preparation of findings and infographics.

Assists the team in ensuring readiness for the Evaluation Advisory Committee meetings and Performance Measurement and Evaluation Committee meetings.

There are no significant responsibilities related to financial resources.

Ensures confidentiality of information and maintains own office materiel resources.

### **Working Conditions - Conditions de travail**

Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy, distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.

Exposure to multiple tasks, changing and conflicting priorities, productivity expectations and deadlines require constant adjustment to work plans.

May sometimes be required to travel across Canada to conduct field research for evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

N/A



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Analyst	Job/Generic Number / Numéro d'emploi/de générique EC03H03 / 20048302	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-03	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 2(15) + 1(5) + 2(25) + 2(15) + 3(40) + 3(75) + 1(3) + 1(2) + 1(5) = 185	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	 Signature	2020-11-13 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Conduct of research, data collection and analysis in support of evaluation projects.

### **Key Activities - Activités principales**

As a member of a project team and under the direction of the project leader, assists with the carrying out of socio-economic evaluation research and analysis to support evaluation project components aimed at determining the relevance, effectiveness and efficiency of departmental and interdepartmental programs, policies, initiatives and services, in accordance with the Treasury Board's Policy on Results.

Consults with the project leader to discuss and fully understand project goals and objectives.

Contributes to the review of performance indicators for the program and evaluation project.

Participates in determining the evaluation questions and approach and supports the development of evaluation methodologies and analytical tools.

Provides input to evaluation project scoping and the evaluation plan; identifies data sources; validates and evaluates collected data; identifies gaps, defines data interrelationships and helps to draw conclusions; delivers statistical results; tests and applies methodologies, tools and techniques to sort and summarize data; and establishes database structure.

Liaises with clients and stakeholders to obtain, exchange and clarify data/information, remain abreast of trends and developments, and to provide other evaluation-related process information.

Identifies, proposes to supervisor and conducts research, studies and projects to provide recommendations for senior colleagues' and management's consideration on assigned issues/files. Contributes to the preparation of drafts of evaluation plans, strategies, options, briefs, presentation decks, reports and other material for senior management.

Assists with coordination of, and may participate in, field research visits.

Conducts analyses of quantitative and qualitative data collected. Assists the project team in determining findings, and in writing sections of evaluation reports for review by the project leader.

Contributes, with guidance from the project leader, to the preparation of evaluation products and communication materials. Contributes to the preparation of infographics.

Assists in the organization and coordination of the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings, as required.

### **Knowledge - Connaissances**

Knowledge of program evaluation theories, principles, practices, tools and standards and an understanding of related fields of socio-economics and statistics. This knowledge is required to carry out assigned tasks as a member of an evaluation team in order to determine the relevance, effectiveness and efficiency of Agency and inter-departmental programs, policies, and services; and to acquire, validate, interpret and evaluate the usefulness of data to be used as the basis for findings and evaluations of program design, implementation, effectiveness and efficiency, strategic options, alternate forms of service delivery, performance measurement and other program/policy strategies.



Knowledge of research and analytical methods, techniques and practices to ensure that appropriate data collection strategies are in place for the production of reliable, accurate findings (for example, knowledge of surveys, interviews, analytical tools, statistical methods, problem analysis, hypothesis formulation/validation, quantitative approaches, benchmarking).

Knowledge of database principles and CBSA's information management systems such as CMRS, CAS, ICES, etc. used in the conduct of research to support evaluation activities, to ensure that evaluation information is collected and linked to the Agency's mandate.

Knowledge of information technology applications, including word processing and spreadsheets, is required in order to conduct and document evaluation projects and prepare reports and presentations, and to search/retrieve, manage and analyze information/data.

Knowledge of the CBSA's mandate, culture, strategic direction, business lines, policies, programs, services, accountability mechanisms/structures and management practices. This knowledge is required to align research and analysis activities with program objectives and Agency priorities and reporting requirements.

Knowledge of the Customs Act, the Immigration and Refugees Protection Act, and the Canadian Food Inspection Act, to participate in the conduct of evaluations.

Knowledge of the Treasury Board's Policy on results and supporting instruments, and general knowledge of current standards and practices within the evaluation community.

### **Decision Making and Analysis - Prise de décision et analyse**

Conducts routine research and analysis to prepare findings of subcomponents of evaluation projects as part of the assessment of the relevance, effectiveness and efficiency of departmental programs, policies, and initiatives. The work requires the testing of hypotheses by considering various factors, including government initiatives/priorities, competing factors, technology, and culture within the client's organization, and policy requirements. Data which is aimed at identifying trends, anomalies and discrepancies is frequently incomplete and may be misleading which may require finding alternatives to generate better data. Being very thorough and attentive to details is required.

Contributes to the evaluation project planning and conduct, particularly in terms of: assimilating and understanding large amounts of information including program, policy, and initiative objectives and their present and future focus; understanding departmental problems and needs objectively and accurately; and compiling, analyzing and synthesizing a wide range of quantitative and qualitative data, information and evidence. Typically, there are many, often conflicting elements – government-wide and departmental priorities, Central Agency interests, interdepartmental relationships, environmental and other factors - that have to be taken into consideration.

Assists in the coordination and organization of the Evaluation Advisory Committee and Performance Measurement and Evaluation Committees. Both committees are critical and, as such, can affect the internal and external relationships, and the credibility of the Program Evaluation Division.

The work involves sitting for long periods at a computer terminal while performing desk work (particularly with regards to searching and analyzing material) and while attending meetings. Attention is required when working with data and when editing/reviewing evaluation reports, decks and other products. Lapses in attention could result in missing information and an incomplete understanding.

### **Communication and Contacts - Communication et Contacts**

Provide information to clients about the evaluation project and process. Establishes a network of contacts



within and outside the Agency to obtain data, clarify data needs, discuss data/documents and exchange information.

Oral and written communications skills are required to: discuss and explain data and documents from internal and external sources; provide information and advice to clients regarding data collection procedures and their obligations; provide information and explanation on the purpose, expectations and procedures involved in evaluation exercises; and to discuss project objectives, purpose and specific issues related to assigned tasks with the project leader and/or Manager.

Observation and listening skills are required during interviews with clients to obtain data and discuss operational issues being examined or activities being questioned, and to take notes.

Provides input to work plans and processes. Assists with the on-boarding of new members of the project team and supports students on the project team. Shares experiences and expertise with colleagues in the division and directorate. Explains research, statistical and other work practices and procedures to new colleagues in the division.

Participates in/leads learning and knowledge sharing activities, such as lunch-and-learns, evaluation lessons-learned, team discussions, coaching and mentoring.

## **Responsibilities – Responsabilités**

As a member of an project team, undertakes evaluation-related data collection and analysis to ensure the CBSA meets its obligations with regards to the Treasury Board's Policy on Results.

Collects quantitative and qualitative data and information, assesses its suitability for evaluation projects and resolves data quality problems. This involves gathering, validating, manipulating, testing and evaluating raw and structured data and assessing its applicability to a wide range of evaluation uses. Identifies and uses data sources inside and outside the CBSA. Advises the project leader on the potential usefulness of data and data sources and recommends the need for further investigation to draw conclusions and make assessments for inclusion in evaluation reports or other products.

Performs analyses and develops documentation related to the CBSA's mandate frameworks, policies, methodologies, standards, strategies, and service delivery models as part of the evaluation of horizontal programs, policies and initiatives concerning the CBSA's mandate.

Conducts document reviews, literature reviews and media content analysis, as required. Conducts analyses of quantitative and qualitative data collected and writes summaries, and drafts e-mails and other written communications as necessary.

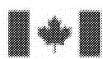
Contributes to the development of the evaluation matrix, and data collection methods, tools and protocols.

Participates as a member of the project team in key informant interviews, focus groups, and/or other client-facing sessions, and takes notes as required.

Contributes to the preparation of findings, and assists in writing sections of evaluation reports or other products with guidance from the project leader. Contributes to the preparation of communication materials and infographics.

Assists the team in ensuring readiness for the Evaluation Advisory Committee meetings and Performance Measurement and Evaluation Committee meetings.

There are no significant responsibilities related to financial resources.



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Ensures confidentiality of information and maintains own office materiel resources.

### **Working Conditions - Conditions de travail**

Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy, distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.

Exposure to multiple tasks, changing and conflicting priorities, productivity expectations and deadlines require constant adjustment to work plans.

May sometimes be required to travel across Canada to conduct field research for evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

N/A



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Evaluation Officer	Job/Generic Number / Numéro d'emploi/de générique EC05H03 / 20048304	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-05	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 4(60) + 2(20) + 4(75) + 4(55) + 4(60) + 4(120) + 1(3) + 1(2) + 1(5) = 400	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom		2020-11-13 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Conduct specific components of, and/or participate in, evaluation projects, including in research, design, data collection and analysis, and report preparation in support of the Treasury Board Policy on Results.

### **Key Activities - Activités principales**

As a member of a project team and under the direction of the project leader, participates in the scoping of evaluation projects to determine lines of enquiry. Plans, organizes, conducts and leads components of evaluation projects.

Leads and/or contributes to the development of the evaluation matrix (i.e., evaluation questions and identification of data sources) and develops in conjunction with project leader data collection instruments and protocols (e.g. surveys, focus groups, interviews, field research visit protocols).

Reviews documents and conducts research and analysis (e.g. literature reviews, document review, media content analysis), and prepares summaries and comments on the applicability and usefulness to current or planned evaluations.

Carries out/supports project leader in executing data collection methods. Oversees the validation of quantitative data collected data (chiefly performance, operational, financial and human resources data), by validating source and methodology, identifying and documenting gaps, and proposing solution to gaps in data to build an adequate evidence base. Analyzes, synthesizes and triangulates evidence from different internal and external data collection methods. Identifies findings that emerge from the evidence-base and, in conjunction with the project leader, develops conclusions on the relevance and performance of policies, programs and services.

Contributes to, or leads elements of, drafting quality evaluation reports and other products and communication materials for review by project leader prior to manager's review. Assists with the preparation and coordination of required material and briefing packages for working group meetings as well as for the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings.

Maintains working relationships with key stakeholders and explains the evaluation project, process and intent. Provides advice and encourages managers to integrate and apply evaluation methodologies, policies, and performance measurement processes into the design, planning and implementation of their programs, policies and initiatives.

Leads specialized small-scale evaluation projects and assists program managers in the development of analytical frameworks and methodologies for assessing the impact of their programs and initiatives.

Provides support to consultants, students and/or seconded staff in the conduct of evaluations.

Provides support as required to CBSA/IAPED/PPD/PED corporate initiatives and taskings.

### **Knowledge - Connaissances**

Knowledge of program evaluation theories, concepts, principles, practices, standards, methodologies, tools and techniques, e.g. research, analytical and problem-solving methods and techniques, sampling, survey design, interviewing, focus group testing, cost benefit and qualitative analysis, evidence gathering and assessment, flowcharting, evaluation of controls, performance measurement, working paper review and preparation, risk assessment, and report writing. A sound understanding of the related fields of socio-



economics and statistics to: plan, organize and conduct research and evaluation projects to determine the relevance, effectiveness and efficiency of CBSA policies, programs and services; draw conclusions about program design; provide expertise and feedback on performance measures and indicators in the Departmental Results Framework and Performance Information Profile, and other planning tools; and advise on alternative forms of service delivery.

Knowledge of the Agency's mandate, vision, values, culture, strategic direction and planning processes, as well as the organization structure, business lines, programs, policies, accountability mechanisms and management practices. This knowledge is required to determine the relevance, success, effectiveness and efficiency of Agency programs, policies and initiatives and their associated performance measures and indicators; and to develop recommendations for use by program managers for bringing about improvements to policies, program and service delivery.

Knowledge of the Treasury Board Policy on Results and supporting instruments. General knowledge is required of current standards and practices within the evaluation community.

Knowledge of the legislation under which the Agency and its programs operate such as the Customs Act, the Immigration and Refugees Protection Act, Canadian Food Inspection Agency Act, the Financial Administration Act, the Auditor General Act, relevant sections of the Federal Accountability Act, Privacy and Access to Information Acts, Official Languages Act. Knowledge of other relevant Treasury Board policies and directives such as those pertaining to Public Opinion Research. Such legislative and policy knowledge will support the conduct of meaningful analysis and the provision of sound advice on the development of strategies and policies for improving program effectiveness.

Knowledge of business planning theories and practices including performance measurement techniques, to advise senior managers on the best ways to measure and report on performance.

Knowledge of CBSA's financial management and budgeting procedures, to provide advice and opinions on Agency and program performance, and to support senior management in their planning and decision-making processes.

Knowledge of database principles and CBSA's information management systems such as CMRS, CAS, ICES, etc. used in the conduct of research to support evaluation activities, to ensure that evaluation information is collected and linked to the Agency's mandate.

Knowledge of information technology applications, including word processing and spreadsheets, as well as specialized software such as statistical platforms. This knowledge is required in order to conduct evaluation and prepare reports and presentations, and to search/retrieve, manage, manipulate and analyze information/data.

Knowledge of project management techniques and processes required to plan and conduct evaluation research and studies; supervise junior officers during the conduct of studies and engage contractors; establish terms of reference; assign and monitor work progress; and contribute to performance evaluations.

## **Decision Making and Analysis - Prise de décision et analyse**

Analytical thinking is required in the testing of hypotheses, attributing cause and effect, analysis and synthesizing large amounts of data, triangulating data from many different sources and assessing impacts. Quantitative analysis is required (descriptive and inferential statistics). Analytical thinking is required to assess the data which is frequently incomplete and may require finding alternatives to generate better data, and is aimed at identifying trends, anomalies and discrepancies. Being very thorough, attentive to details, as well as thinking strategically and looking at the big picture, is required.



Analysis is required in the early stages of an evaluation to assimilate and understand large amounts of information pertaining to the policy or program under examination, including its intended objectives. Typically, there are many, often conflicting elements – government-wide and departmental priorities, political concerns, Central Agency interests, interdepartmental relationships, environmental and other factors - that have to be taken into consideration.

Ability to organize oneself and written and verbal communication skills are required to help ensure quality and timely evaluation reports and products are tabled at Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings. These committees are critical, and can affect internal and external relationships, and the credibility of the Program Evaluation Division.

The work involves sitting for long periods at a computer terminal while performing desk work (particularly with regards to searching and analyzing material) and while attending meetings. Attention is required when working with data and when editing/reviewing evaluation reports, decks and other products. Lapses in attention could result in missing information and an incomplete understanding.

A certain degree of dexterity, coordination and visual acuity is required when using a keyboard in order to ensure accuracy in reviewing and drafting documents and reports.

### **Communication and Contacts - Communication et Contacts**

Communications skills (verbal and written) are required to articulate evaluation process, intent and findings and to develop clear, concise and effective reports, decks and other evaluation-related products that inform, guide and promote acceptance from senior management and stakeholders. Communications skills are required to: establish positive client relations; conduct interviews; participate in meetings and in working groups; facilitate focus groups; participate in meetings with program managers throughout the evaluation project; and articulate findings and conclusions in clearly and concisely, in non-technical language.

Guiding clients through the evaluation process and conveying the importance of performance measurement allows clients to understand and participate more positively and effectively in the evaluation process and to take corrective action upon presentation of results.

Provides input to work plans and processes. Collaborates with consultants in the conduct of evaluations. Develops and coaches junior evaluation staff and shares experiences and expertise with colleagues in the division and directorate.

Assists new employees to adapt, provides coaching and on-the-job training, as appropriate. Assists in coaching and training junior staff, students and seconded project team members.

Participates in/leads learning and knowledge sharing activities, such as lunch-and-learns, evaluation lessons-learned, team discussions, coaching and mentoring.

### **Responsibilities – Responsabilités**

Contributes to the development of research and analytical methodologies to evaluate the relevance, effectiveness and efficiency of Agency policies, programs and initiatives. Collects, reviews, assimilates and analyzes, using various methodologies (e.g. cost-benefit, comparative analysis) and analytical tools (e.g. statistical analysis, qualitative and quantitative analysis); interprets and summarizes information and data collected from a variety of methods and sources (e.g. surveys, interviews, literature reviews, program documentation, operational data, statistical databases and reports), in order to establish conclusions on policy/program effectiveness, develop options for program improvements, and to respond to internal and external requests for information and advice on performance measurement. Ensures that



the findings are fair, well balanced and credible.

Recommends the scheduling of evaluations/studies, as part of developing the annual evaluation plan, where the complexity lies in the number of business lines, programs and activities to be considered, the difference among them in terms of their nature, size, impacts, political sensitivity and perceived importance in the Agency, and the need to address and reflect diverse points of view on issues; the differing or conflicting views of stakeholders must be integrated into the analyses. The work is often hampered by the fact that information does not exist, is incomplete, and that alternate measures have to be developed.

Develops and adjusts evaluation approaches; researches, identifies, analyzes and reconciles complex, multi-dimensional interrelated data; and assesses a range of socio-economic impacts. Develops research/analytical tools and techniques. Assesses and considers a wide range of variables including government initiatives, priorities, technological evolution, stakeholder interests and policy requirements. Analyzes and interprets data to identify trends, anomalies and discrepancies, and provides summaries and recommendations to the project leader.

Oversees the validation of quantitative data collected by: validating source and methodology, identifying and documenting gaps, and proposing solution to gaps in data to build an adequate evidence base (chiefly performance, operational, financial and human resources data). The work is often hampered by the fact that information does not exist, is incomplete, and that alternate measures or data sources have to be developed.

Evaluates the relevance, effectiveness and efficiency of policies, programs and initiatives and their associated performance measures and indicators to support CBSA's Program Evaluation Division in meeting the Treasury Board Policy on Results. This involves assessing conclusions against the Agency's mandate, broad government priorities and objectives, and Agency and program priorities.

Explains the findings, observations and results of statistical analysis, evaluation/reviews and surveys, focus groups, interviews, or the review of quantitative data on performance, operational, financial and human resources data. Provides relevant, evidence-based information, advice, assessments on key issues, management information systems, operations, risk management and practices to Agency management, clients and partners.

Drafts portions of evaluation report and other products/communication materials for review by project leader. Assists with the preparation and coordination of required material and briefing packages for working group meetings as well as for the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings.

Completes assigned tasks within approved timelines. Keeps project lead apprised of progress in assigned tasks.

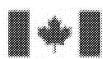
Provides input to work plans and processes. Supports and collaborates with consultants in the conduct of evaluations. Develops and coaches junior evaluation staff and shares experiences and expertise with colleagues in the division and directorate.

Assists new employees to adapt, provides coaching and on-the-job training, as appropriate. Assists in coaching and training junior staff, students and seconded project team members.

Provide support as required to CBSA/IAPED/PPD/PED corporate initiatives and tasking.

## **Working Conditions - Conditions de travail**

Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy,



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distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.

Exposure to multiple tasks, changing and conflicting priorities, productivity expectations and deadlines require constant adjustment to work plans.

May occasionally be required to travel across Canada to conduct field research for evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying a brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

N/A



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Senior Evaluator	Job/Generic Number / Numéro d'emploi/de générique EC06H02 / 20048305	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-06	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 5(90) + 3(50) + 5(100) + 4(55) + 4(60) + 4(120) + 1(3) + 1(2) + 1(5) = 485	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom		2020-11-13 Date



## ***Client Service Results - Résultats axés sur le service à la clientèle***

Day-to-day management of evaluations of programs, policies and initiatives to assess their relevance, effectiveness and efficiency, and provision of other related advisory services in support of the Treasury Board Policy on Results.

Evaluation project management and provision of other related advisory services.

### **Key Activities - Activités principales**

Leads and carries out day-to-day operations of evaluation projects within approved timelines under the direction of a manager. Assigns tasks to evaluation project team members and provides them with on-going direction, guidance, support, coaching and mentoring. Reviews the work of, and provides feedback to evaluation team members on assigned tasks; oversees the work of consultants. Contributes to the development of the annual Agency evaluation plan. Provides status updates and evaluation findings for the Performance Measurement and Evaluation Committee.

Manages the evaluation project timelines to ensure that milestones are achieved and timelines are met. Informs the evaluation manager of any risks to achieving these objectives.

Plans, organizes and conducts evaluation projects. Carries out evaluation scoping with program management and other stakeholders, under direction of the manager, to determine lines of enquiry. Develops methodologies and a range of instruments to collect quantitative and qualitative data and information to research and evaluate programs, policies or initiatives. Ensures data collection instruments and protocols use evaluation rigour (by applying internal validity principles), collect evidence in a neutral manner, are of high quality, and resolve data collection problems.

Leads the analysis of evidence (including the analysis sessions), triangulation of all data collected from various data collection methods, produces statistical analyses, findings, observations to enable program managers to engage in considering alternate structures, frameworks and service delivery methods.

Develops and verifies evaluation findings and actively contributes to the development of recommendations.

Drafts key evaluation products (e.g., Scoping Paper, Evaluation Plan, Final Report/Deck) and other products/communication materials for review by manager to be tabled at the Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings for approval.

Communicates with program managers and other stakeholders throughout the evaluation project and establishes networks and client/stakeholder relationships within and outside CBSA. Explains the evaluation project, intent and process. Collaborates with other departments in the conduct of evaluations.

Provides guidance and expertise to program managers on performance measurement, including logic model and performance measures development, and advice on Departmental Results Framework (DRF) and Performance Information Profile (PIP) performance measures.

Provides support as required to CBSA/IAPED/PPD/PED corporate initiatives and taskings.

### **Knowledge - Connaissances**

Knowledge of program evaluation theories, concepts, principles, standards, methodologies, tools and techniques, along with an understanding of the related field of socio-economics, demographics and



statistics. This knowledge is required to: lead, plan and conduct evaluation projects; to determine the relevance, effectiveness and efficiency of Agency and inter-departmental programs, policies, initiatives, and services; draw conclusions based on evidence; to provide reliable, insightful advice to program management on program design, performance measurement and other planning mechanisms (such as the DRF and PIPs), strategic options, alternative forms of service delivery, performance management and opportunities for change.

Knowledge of research and assessment concepts/methods including advanced statistical methods and techniques for forecasting, design verification, and cost-benefit and cost-effectiveness analyses; problem analysis, hypothesis formulation and validation; quantitative approaches; benchmarking; ratio and trend analysis, survey/questionnaire design and use; simulation; options analysis; performance measurement; and interview guide development and interviewing techniques; focus groups and the design and integration of sophisticated computer-based and manual evaluation methodologies. This knowledge is required to adapt research and evaluation methodologies and approaches to ensure the production of reliable, accurate findings as the basis for conclusions and the development of strategic options and alternatives for more effective program delivery.

Project management skills are required to lead evaluations and evaluation project teams, including to establish a project schedule, meet project deliverables, monitor progress, and adjust course if necessary.

Knowledge of the Agency's mandate, vision, values, culture, strategic direction and planning processes, as well as the organization structure, business lines, programs, policies, accountability mechanisms and management practices. This knowledge is required to determine the relevance, success, effectiveness and efficiency of Agency programs, policies and initiatives and their associated performance measures and indicators; and to develop recommendations for use by program managers for bringing about improvements to policies, program and service delivery.

Knowledge of the legislation under which the Agency and its programs operate such as the Customs Act, the Immigration and Refugees Protection Act, Canadian Food Inspection Agency Act, the Financial Administration Act, the Auditor General Act, relevant sections of the Federal Accountability Act, Privacy and Access to Information Acts, Official Languages Act. Knowledge of relevant Treasury Board (TB) policies and directives such as those pertaining to Public Opinion Research. Such legislative and policy knowledge will support the conduct of meaningful analysis and the provision of sound advice on the development of strategies and policies for improving program effectiveness.

Knowledge of business planning theories and practices including performance measurement techniques, to advise senior managers on the best ways to measure and report on performance.

Knowledge of CBSA's financial management and budgeting procedures, to provide advice and opinions on Agency and program performance, and to support senior management in their planning and decision-making processes.

Knowledge of the Parliamentary system and related policy making and legislative processes; government-wide priorities and central agency mandate, policies and programs, e.g. Treasury Board Policy on Results and supporting instruments, Privy Council Officer, Office of the Auditor General, etc. This knowledge is required to recommend changes to policies, programs and service delivery mechanisms.

Knowledge of database principles and CBSA's information management systems such as CMRS, CAS, ICES, etc. used in the conduct of research to support evaluation activities, to ensure that evaluation information is collected and linked to the Agency's mandate and ensure the efficient, effective and cost-effective collection of research data.

Knowledge of information technology applications and software, including word processing and spreadsheets, flow charting as well as specialized software such as statistical platforms. This knowledge is required in order to conduct evaluation and prepare reports and presentations, and to search/retrieve,



manage, manipulate and analyze information/data.

### **Decision Making and Analysis - Prise de décision et analyse**

Analytical thinking is required in the testing of hypotheses, attributing cause and effect, analysis and synthesizing large amounts of data, triangulating data from many different sources and assessing impacts. Quantitative analysis is required (descriptive and inferential statistics). Analytical thinking is required to assess the data which is frequently incomplete and may require finding alternatives to generate better data, and is aimed at identifying, trends, anomalies and discrepancies. Being very thorough and attentive to details, as well as thinking strategically looking at the big picture, is required.

Analysis is required in the early stages of an evaluation to assimilate and understand large amounts of information including program, policy, and initiative objectives and their future focus; to ascertain departmental problems and needs objectively and accurately; and to compile, analyze and synthesize a wide range of information. Typically, there are many, often conflicting elements – government-wide and departmental priorities, political concerns, Central Agency interests, interdepartmental relationships, environmental and other factors - that have to be taken into consideration.

Ability to organize oneself and the team, and written and verbal communication skills, are required to ensure quality and timely evaluation reports and products are tabled at Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings. These committees are critical, and can affect internal and external relationships, and the credibility of the Program Evaluation Division.

The work involves sitting for long periods at a computer terminal while performing desk work (particularly with regards to searching and analyzing material) and while attending meetings. Attention is required when working with data and when editing/reviewing evaluation reports, decks and other products. Lapses in attention could result in missing information and an incomplete understanding.

A certain degree of dexterity, coordination and visual acuity is required when using a keyboard in order to ensure accuracy in reviewing and drafting documents and reports.

### **Communication and Contacts - Communication et Contacts**

Communications skills (verbal and written) are required to articulate evaluation process, intent and findings, and to develop clear, concise and effective reports, decks and other evaluation-related products that inform, guide and promote acceptance from senior management and stakeholders. Communications skills are also required to: discuss initiatives, issues, activities being evaluated; to determine the program manager's level of understanding of evaluation methodologies and the requirements of the evaluation process; to lead project teams; to conduct interviews with stakeholders; to develop relationships with key internal and external stakeholders; to share information and best practices; and to provide input and analysis to TB submissions, Memorandum to Cabinets, DRFs, PIPs and other corporate documents.

Negotiating skills are required throughout the evaluation, and particularly with regards to gaining the program manager's acceptance of findings, conclusion and recommendations.

### **Responsibilities – Responsabilités**

Leads an evaluation team through all phases of the evaluation and uses project management techniques to ensure the delivery of the project according to plan and with assigned resources.

Assigns tasks to evaluation project team members and provides them with on-going direction, guidance, support, coaching and mentoring; monitors workload; reviews the work of, and provides feedback to, team members on assigned tasks; oversees the work of consultants.



Manages the evaluation project timeline to ensure that milestones are achieved and timeline is met. Keeps the manager apprised of evaluation project progress and informs the evaluation manager of any risks to achieving these objectives and proposes solutions to resolve obstacles to project completion.

Plans, organizes and conducts evaluation projects. Ensures that projects evaluate the relevance, effectiveness and efficiency of programs, policies and initiatives, in line with the Treasury Board Policy on Results, while considering the Agency's mandate and vision, broad government priorities and objectives, and the program goals.

Carries out evaluation scoping with program management and other stakeholders, under direction of the manager, to determine lines of enquiry. Develops evaluation plan, including timelines and expected deliverables, for review by the manager. Implements plan and monitors progress.

Develops advanced research and analytical methodologies to produce the most accurate and reliable evaluation findings upon which strategic options and alternatives for more focused program delivery will be based. These methodologies may consist of document reviews, surveys, interviews, focus groups, case studies, research visits to regions, analysis of quantitative data on performance, financial and human resources data, which team members will carry out.

Develops methodologies and a range of instruments to collect quantitative and qualitative data and information to research and evaluate programs, policies or initiatives. Ensures data collection instruments and protocols use evaluation rigour (by applying internal validity principles), collect evidence in a neutral manner, are of high quality, and resolve data collection problems.

Leads the evaluation team in the analysis of evidence, interprets complex findings and draws conclusions on program relevance, results, effectiveness, efficiency, alternatives to the achievement of objectives, improvements to performance and decision-making, and on required changes to policies, program structure, and program delivery mechanisms. Provides advice on the assessment and soundness of performance measurement. Actively contributes to the development of recommendations.

Drafts, and oversees the drafting of, quality evaluation products and communication materials for review by the manager. Prepares, and coordinates the preparation of, evaluation products and briefing packages for Evaluation Advisory Committee and Performance Measurement and Evaluation Committee meetings, assigning tasks to team members as appropriate.

Communicates with program managers and other stakeholders throughout the evaluation project and establishes networks and client/stakeholder relationships within and outside CBSA. Explains the evaluation project, intent and process. Collaborates with other departments in the conduct of evaluations.

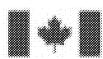
Provides guidance and expertise to program managers on performance measurement, including logic model and performance measures development, and advice on Departmental Results Framework (DRF) and Performance Information Profile (PIP) performance measures.

Shares evaluation project experiences, expertise and best practices with colleagues in the division and directorate.

Provides feedback to manager on employee performance, both informally and via the year-round performance management assessment exercise.

Provides support as required to CBSA/IAPED/PPD/PED corporate initiatives and taskings. In particular, assists in identifying, assessing and hiring new staff, contributes to divisional process improvements and provides input to corporate documents.

## **Working Conditions - Conditions de travail**



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Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy, distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.

Exposure to multiple tasks, changing and conflicting priorities, productivity expectations and deadlines require constant adjustment to work plans.

May be required to travel across Canada to lead the field research for evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying a brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

N/A



## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

## SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI

Job Title / Titre d'emploi Manager, Program Evaluation	Job/Generic Number / Numéro d'emploi/de générique EC07H03 / 20048306	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi January 19, 2020	
Job Classification / Classification de l'emploi EC-07	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 6(125) + 4(90) + 6(140) + 5(80) + 5(80) + 5(165) + 1(3) + 1(2) + 2(8) = 693	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4164
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

## SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région Internal Audit and Program Evaluation Directorate (IAPED)	Directorate/District Direction/District Internal Audit and Program Evaluation Directorate (IAPED)	Division Program Evaluation Division (PED)/Professional Practices Division (PPD)
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

## SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Claudette Blair Name / Nom	 Signature	2020-11-13 Date



## ***Client Service Results - Résultats axés sur le service à la clientèle***

Management of evaluations of Agency programs, policies and initiatives and provision of guidance and other related advisory services in support of meting the Treasury Board Policy on Results.

Evaluation project leadership and the provision of strategic advice to Senior Management on evaluation and results.

### **Key Activities - Activités principales**

Oversees and leads the completion of multiple, concurrent evaluation projects within approved timelines. Directs and manages project teams in all phases of evaluations of Agency programs, policies and initiatives. This includes evaluation scoping, planning, methodology development, execution of data collection methods, analysis of findings, and reporting and approval of evaluation reports and other products. Develops the annual Agency evaluation plan and plays a major role in the selection of programs, policies and initiatives to be examined over the next five years.

Monitors key project risks and milestones and manages timeline variances. Facilitates the work of the evaluation team and assists with the resolution of obstacles and risks to the completion of the evaluation, including bringing them to the attention of the director. Keeps director apprised of evaluation progress in projects (or lack thereof).

Guides team leaders in the use of appropriate evaluation approaches, designs and methods to evaluate relevance, performance, success and efficiency of programs, policies and initiatives. Ensures the use of evaluation processes by project teams (e.g., evaluation matrix, data collection instruments, evidence matrix, analysis sessions) to ensure quality and methodological rigour. Helps to resolve methodological challenges to ensure evidence-based information is provided in a neutral manner.

Manages and monitors overall preparedness for Evaluation Advisory Committee (EAC) and Performance Measurement and Evaluation Committee (PMEC) meetings.

Provides a challenge- and quality-control function by reviewing, and providing feedback on, all key evaluation tools, instruments, communications and products. Endorses all key evaluation tools, instruments, communications, and products prior to director and DG review and approval.

Develops and maintains working relationships with program managers and other evaluation stakeholders. Acts as the liaison between the team and IAPED senior management.

Advises on performance measurement and developing program indicators for Agency programs, policies and initiatives. Provides strategic expert advice to Agency clients nationally (senior officials/management, program/operational managers) related to strategic, annual and long-term evaluation plans, priority setting, strategic planning, policy development, risk analysis, performance measurement, monitoring and reporting.

Provides input into the Division's budget and identifies and manages resources to ensure that expenditure commitments are met and evaluation project timelines are met. Monitors and adjusts forecasts regularly.

Continuously assesses the availability of staff for evaluation projects and the staffing needs for the division overall. Leads the identification, assessment, recruitment, and on-boarding of new staff.

Conducts semi-annual and annual employee performance assessments. Coaches, mentors and provides direction and guidance to evaluation staff. Manages employees' learning and training needs.



Promotes a sound, healthy and diverse work environment.

Manages unit practices to ensure compliance with corporate policies, such as handling and processing of documents in accordance with Government Security Policies and procedures.

Responds to CBSA/IAPED/PPD corporate requests and contributes to/leads IAPED corporate initiatives, contributes to divisional process continuous improvement. Collaborates in horizontal and joint evaluations, and in determining the effectiveness and efficiency of government-wide policies and programs.

## **Knowledge - Connaissances**

Knowledge of theories, principles, standards, practices and tools associated with program evaluation to select the appropriate approach to conduct specific program evaluations, to determine relative strengths and weaknesses of the approaches, to manage evaluation projects, to oversee the application of methodologies and techniques by project teams.

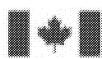
Knowledge of: the theories and principles of economics, socio-economics, demographics, statistics, hypothesis formulation and validation; quantitative approaches including statistical sampling and projection, benchmarking; ratio and trend analysis; survey/questionnaire design and use; interview guide development; simulation and options analysis; management science; and quantitative/qualitative methods. This knowledge is required in order to: assess and evaluate the delivery of CBSA's legislative and regulatory programs and operational services; manage complex, program/policy evaluations; provide direction to in-depth economic and socio-economic research during the course of evaluation projects and consulting engagements; adapt/adjust research methodologies and approaches; provide expert policy/program/issues analysis and advice; and develop options, strategies, frameworks, recommendations to change and improve legislation, regulations policies, programs, processes.

Knowledge of performance measurement theory, and of corporate performance measurement frameworks (Departmental Results Framework (DRF) and Performance Information Profiles (PIPs)), including an understanding of when a PIP is required, linkages to results, structure of an organization, program profiles, expected results, performance monitoring and evaluation plans. This depth of knowledge is used to plan, manage and carry out the role of results subject-matter expert advisor to management.

Knowledge of program development and management is required to provide advice on PIPs. This demands knowledge of the underlying legislation and policies that govern the program, objectives, purposes, resources, delivery mechanisms, partnerships, performance measurement, monitoring, reporting, evaluation / assessment.

Knowledge of current management, business and public administration theories, principles and practices relating to strategic and operational planning, risk identification, governance, leadership, management frameworks, internal controls, communications and information management, to: deliver the evaluation function and to develop recommendations to improve Agency processes, systems and procedures and to provide advice on the management of risk; manage the flow of information to senior Agency managers; to provide expert guidance and information on the development of DRFs and PIPs; and promote the importance of evaluation activities and guide senior managers in implementing management improvement initiatives.

Knowledge of people management principles and practices, including the processes required to recruit, train, motivate and manage employees. Knowledge of the Government of Canada and Agency policies and procedures, including those related to information security, ATIP, values and ethics, Code of Conduct. This knowledge is required to oversee workflow, optimize workplace productivity, guide and



oversee employees' adherence to government policies, promote professional growth among staff, and boost employee performance and morale.

Knowledge of the Parliamentary systems and machinery of government, and its expectations for the Agency, policy making and legislative processes, government priorities and current and emerging management issues. This knowledge is required to contribute to evaluation planning; recommend changes to policies, programs and service delivery mechanisms; provide advice and guidance on the development of strategic and operational plans and other documents such as the DRF, Departmental Plans, Departmental Results Reports, etc., and to assess changes to government legislation, central agency policies and Agency structures vis-à-vis Agency positions and policies.

Knowledge of the legislation under which the Agency and its programs operate as well as the management and administrative requirements as these apply to specific evaluation and results issues, processes and methods vis-à-vis the Customs Act, the Immigration and Refugees Protection Act, Canadian Food Inspection Agency Act, the Financial Administration Act, the Auditor General Act, relevant sections of the Federal Accountability Act, Privacy and Access to Information Acts, Official Languages Act. Knowledge of relevant Treasury Board policies and directives such as those pertaining to Public Opinion Research. Such legislative and policy knowledge is required to understand the intended impact of the legislation, the key regulations and the interrelationships with other federal and/or provincial legislation as a basis to recommend changes to legislative, regulatory, program and policy instruments guiding Agency activities.

Knowledge of the Treasury Board Policy on Results, and its associated Directive, Mandatory Procedures and Standard, in order to enhance objectivity, and to participate in the development of central agency policies and standards.

Knowledge of information technology applications and software, including word processing and spreadsheets.

Knowledge of database principles and CBSA's information management systems such as CMRS, CAS, ICES, etc. used in the conduct of research to support evaluation activities, to ensure that evaluation information is collected and linked to the Agency's mandate and ensure the efficient and effective collection of research data.

### **Decision Making and Analysis - Prise de décision et analyse**

Directs the research, collection and analysis of quantitative and qualitative data to form the basis of evidence-base findings, conclusions and recommendations of evaluation projects to assess relevance, effectiveness and efficiency of departmental programs, policies, and initiatives. The work requires analytical thinking in the testing of hypotheses, attributing cause and effect, analysis and synthesizing large amounts of data, triangulating data and assessing impacts. Quantitative analysis is required (descriptive and inferential statistics). Analytical thinking is required to assess the data which is frequently incomplete and may require finding alternatives to generate better data, and is aimed at identifying, trends, anomalies and discrepancies. Being very thorough, attentive to details, as well as thinking strategically is required.

Analysis is required in the early stages of an evaluation to assimilate and understand large amounts of information including program, policy, and initiative objectives and their future focus; to ascertain departmental problems and needs objectively and accurately; and to compile, analyze and synthesize a wide range of information. Typically, there are many, often conflicting elements – government-wide and departmental priorities, political concerns, Central Agency interests, interdepartmental relationships, environmental and other factors - that have to be taken into consideration.

Ability to organize oneself so as to manage concurrent projects, and written and verbal communication



skills, are required to ensure quality and timely evaluation reports and products are tabled at EAC and PMEC meetings. These committees are critical, and can affect internal and external relationships, and the credibility of the Program Evaluation Division.

The work involves sitting at a computer terminal for long periods while analyzing material and reviewing reports and attending meetings. Attention is required when editing/reviewing evaluation reports, decks and other evaluation-related products.

A certain degree of dexterity, coordination and visual acuity is required when using a keyboard in order to ensure accuracy in drafting documents and reports.

## **Communication and Contacts - Communication et Contacts**

Communications skills (verbal and written) are required to interview, facilitate and conduct focus groups; write and present reports, briefs and papers; communicate program evaluation/results and recommendations to senior management; negotiate acceptance of recommendations and build consensus to secure commitment. This involves presenting convincing arguments in order to persuade senior officials to accept recommendations put forth and to solicit their input into evaluation projects and performance measurement. These skills are also required to review and absorb the salient points of voluminous documentation related to Agency programs in order to complete program evaluations and to provide input to, and analysis of, TB submissions, Memorandum to Cabinets, the DRF, PIPs and other corporate documents.

Negotiating skills are required throughout the evaluation, and particularly with regards to gaining the program manager's acceptance of findings, conclusion and recommendations.

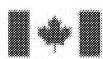
## **Responsibilities – Responsabilités**

Conceptualizes research approaches, researches, analyzes, interprets and models multi-perspective views of program objectives, legislation, policies, procedures, key management concerns and opportunities to determine the issues and determine how the results and recommendations could add to senior management's ability to deal with those issues. This involves applying alternative approaches to address the selected objectives and designing a framework for the analysis of diverse qualitative and quantitative information to be gathered. Many program evaluation projects require either the consideration of a wide range of possible approaches or developing new ones in response to particular problems.

Synthesizes and analyzes extensive amounts of information of varying complexity and completeness, to identify core elements and to assess risks and opportunities for change. There is a need to analyze and scrutinize a wide range of policies administered by other national and international organizations and customs and immigration administrations in other countries, to recommend solutions for effective and efficient integration and harmonization of programs, policies and initiatives.

Ensures that sound and rigorous methodologies are properly applied and provides professional expertise to high profile and high-risk projects. Manages evaluation teams engaged in the research, identification and analysis of complex, multi-dimensional, interrelated variables and issues; the assessment of socio-economic and/or environmental impacts; and the production of authoritative options and strategic advice based on conclusions which are strategically focused, objective, evidence-based, timely, pertinent and credible.

Ensures that the scope of evaluation projects align with the magnitude and complexity of CBSA policies, programs and services, including taking into consideration the enabling legislation and Agency mandate; wide latitude for the development of new policy and programming strategies and approaches; ground-breaking nature of enforcement initiatives; and complex, novel partnership arrangements with OGDs,



provincial governments, industry (import/export), the private sector and international organizations.

In consultation with the director, makes decisions regarding project orientation, scoping, design, budget and resources to conduct evaluations and to provide expertise and advice on performance measurement. Ensures that decisions take into account the accountability and the professional image of the Agency in managing and delivering its mandate. Provides authoritative advice to senior management on areas related to evaluation, results, performance measurement, data collection, and alternative ways of delivering programs. Oversees the development of recommendations that have a direct impact on how the Agency continues, improves, eliminates, creates and launches programs, policies and initiatives, and how it measures performance.

Ensures the use of evaluation processes by project leads (e.g., evaluation matrix, data collection instruments, evidence matrix, analysis sessions) to ensure quality and methodological rigour. Reviews and verifies the quality of key evaluation products (e.g., Scoping Paper, Evaluation Plan, Final Report/Deck) for tabling at the EAC and PMEC meetings.

Oversees planning of, and preparedness of materials for, EAC and PMEC meetings. Makes formal presentations of evaluation results, reports, status updates and other evaluation activities to the EAC and/or PMEC. Helps to facilitate discussion, mediate conflict and forge consensus on frameworks (key results commitments, performance measurement and reporting arrangements) and evaluations (plans, methods, findings, conclusions and recommendations).

Develops and maintains working relationships with program managers and other evaluation stakeholders. Acts as the liaison between the team and IAPED senior management. Drafts, and oversees the drafting of, communication materials, including briefing notes, for review and/or sign off by the Director or DG.

Provides advice on: performance indicators, strategies for data collection and reporting and evaluative questions; the capacity of management to objectively assess program, policy and initiative results and to take critical decisions around the core issues of management, program design and implementation; and the relevance, effectiveness and efficiency of programs, policies or initiatives.

Promotes performance measurement and ensures management's understanding of the role that performance measurement and program evaluation play in enabling thorough, independent assessments of programs and meaningful recommendations to program and senior Agency management to improve and monitor Agency performance/program delivery.

Organizes, manages and supervises multiple, simultaneous and multi-disciplinary project teams for the conduct of evaluation projects and other work of the Program Evaluation Division. This responsibility includes establishing work/project objectives, monitoring project performance and progress, providing evaluation guidance and advice, mentoring and coaching staff, evaluating work performance and career development, resolving conflicts and recommending disciplinary measures, as required.

Provides on-going feedback as required, and completes employees' performance measurement assessments (establishing agreements at the start of the year, and mid- and year-end reviews). Identifies employees' learning and training needs, proposes learning and training and discusses with employees, and approves learning and training. Encourages and helps employees to complete their Personal Learning Plans and to attend other learning and training opportunities, including group training.

Promotes a sound, healthy and diverse work environment; monitors and manages the well-being of employees. Helps in resolving interpersonal or work-related conflicts among team members. Approves staff leave requests.

Continuously assesses the availability of staff for evaluation projects and staffing needs for the division overall. Leads and carries out selection processes, including developing selection criteria, developing assessment tools, screening applications, assessing applicants, and hiring and on-boarding new staff.



Supports staff onboarding by: ensuring staff have a cubicle and necessary IT equipment; assigning a "buddy"; providing information and resources to integrate the new staff into the CBSA, IAPED and/or the evaluation field; encouraging students to attend orientation or other student events; and ensuring staff, including students, are provided with meaningful work.

Provides input into the Division's budget and identifies and manages resources (human, financial and technical/internal and external) to ensure that expenditure commitments are met and evaluation project timelines are met. Monitors and adjusts forecasts regularly.

Manages unit practices to ensure compliance with corporate policies. Ensures employees handle and process documents in accordance with Government Security Policies and procedures and that they adhere to policies on information management and IT Security. Compiles and reviews documentation as per ATIP policies and requirements with assigned timelines.

Oversees the management of contracts for professional consulting services. Prepares Requests for Proposal (RFPs); evaluates submitted proposals; reviews the requirements and evaluation criteria and negotiates costs, the extent and level of service and the selection of proposals. Engages and provides direction to independent contractors. Plans and coordinates work performed; monitors performance; verifies that services have been rendered, accepts/rejects deliverables and approves/recommends payment of invoices.

Responds to CBSA/IAPED/PPD corporate requests and contributes to/leads IAPED corporate initiatives, contributes to divisional process continuous improvement. Contributes to the development of the annual Agency Integrated Risk-based Audit and Evaluation Plan.

### **Working Conditions - Conditions de travail**

Daily activities are conducted in an open concept environment with exposure to noise, lack of privacy, distractions and interruptions from colleagues, visitors and callers, and daily exposure to glare from computers.

The work is continuously subject to deadlines, criticism and the need to satisfy multiple, concurrent demands. At times, deals with politically sensitive and unpredictable demands and conducts high-level negotiations in confrontational settings.

May be required to travel across Canada to manage evaluation projects, which involves waiting at airports, flying in confined aircraft, carrying brief case, luggage and lap top computer.

### **Additional Information - Information additionnelle**

***This job is critical in delivering the CBSA evaluation function in accordance with TB policies and specific demands by Treasury Board Ministers. Particularly in the current government environment of increased accountability, and demands on the Agency to demonstrate the effectiveness and efficiency of programs against expected results in the DRF and PIPs, this job is key. The Chief Audit and Evaluation Executive is the Head of Evaluation for the CBSA and is directly accountable for delivery of the TB Policy on Results and transfer payments policies in the Agency, including leading evaluations to justify the continued existence and relevance of CBSA programs for purposes of the evolving Expenditure Management System (EMS) and strategic review purposes. Current examples include the direction and guidance on DRF and PIPs, evaluation strategies and evaluations required by TBS on significant CBSA initiatives such as e-Manifest (classified as a Major Crown Project). The manager position is essential to the Director of Evaluation effectively managing CBSA responses to these significant, multiple demands from central agencies and the associated policies.***

## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI		
Job Title / Titre d'emploi Paralegal D – Parajuriste D		Job/Generic Number / Numéro d'emploi/de générique EC04H02
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi September 16, 2019	
Job Classification / Classification de l'emploi EC-04	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 3 (35) + 2 (20) + 4 (75) + 4 (55) + 3 (40) + 3 (75) + 2 (4) + 1 (2) + 2 (8) = 314	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4211
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE		
Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région	Directorate/District Direction/District	Division
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

SECTION C : AUTHORIZATION AND SIGNATURES / AUTORISATION ET SIGNATURES		
Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>	
	Name / Nom	Signature
		Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>	
	Name / Nom	Signature
		Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>	
	Name / Nom	Signature
		Date



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## **Client Service Results - Résultats axés sur le service à la clientèle**

Provision of paralegal services (advisory or litigation) for counsel, senior counsel and/or directly to client department(s).

All paralegals follow the rules and practices of professional conduct in accordance with the law society of their province.

Full legal technical support services (i.e. advisory or litigation) to counsel in low to high complex cases/files/projects; and/or

Legal technical support services (i.e. advisory or litigation) to counsel on specified activities in mega complex cases/files/projects.

Under general guidance, manages assigned activities of high complexity in cases/files/projects.

Autonomy for the case/file/project management of the administration in cases/files/projects.

The position is also responsible for the leadership of a team.

or

The position may also be a specialist in areas of knowledge management in operational issues, work process analysis and/or database development in a specific subject.

## **Key Activities - Activités principales**

1. Conducts comprehensive legal research and standard analysis on a variety of legal issues where precedents are limited in number and are not directly available. Precedents may be adapted to each specific case/file/project. Prepares summaries and recommendations.
2. Organizes sensitive and/or confidential documents, information and data for medium complex cases/files/projects and for parts of high or mega complex cases/files/projects.
3. Conducts activities that are of medium complexity within cases/files/projects, which includes the initial drafting of legal opinions.
4. Supports counsel in the administration of a case/file/project, which includes collaborating with lead counsel and planning and developing the administrative conduct of case/file/project.
5. When responsible for own case/file/project, administers low complex cases/files/projects that are not routine and where precedents are not easily available. Represents client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.
6. Broad technical advice to contacts on various legal procedures and processes.
7. Participates in the development, maintains and updates legal and administrative databases, as well as management information systems.
8. Coaches and mentors colleagues and/or leads a team.



## **Skill – Habilétés**

### **The work requires knowledge of:**

Broad knowledge of legal theories and principles.

Broad knowledge and skill in applying legal methods and techniques in specialized practice areas and the related legal terminology.

Advanced level skills to prepare synthesis of legislation, jurisprudence, technical, academic and other reports from experts.

Organizational skills to organize, track and maintain documents, information and data for cases/files/projects.

Broad knowledge of the Canadian legal system and of the civil or criminal rules and procedures of the operation of all levels of the legal system relevant to their area of practice.

Broad knowledge of the mandate, structure, policies and culture of the law enforcement, client department(s) and/or other government organizations, which the interests are associated with the case/file/project. Each case/file/project requires a different set of knowledge. Must have a good knowledge of the case/file/project.

Skill to foresee possible development and potential coming difficulties that could impact on the cases/files/projects.

Human resources management principles and techniques to provide leadership. Coaching and mentoring skills to provide leadership and training to colleagues and other contacts.

Broad knowledge of project management principles and techniques to lead, plan and coordinate activities in cases/files/projects.

Advanced computer skills on applying a variety of specialized legal software applications and ability to apply a variety of administrative software to manage the information and documentation related to cases/files/projects, to design databases and update information in databases and management information systems. Conducts analysis of data and prepares reports of a legal nature.

## **Communication Skills**

Advanced communication skill level to draft legal documents (including the initial drafts of legal opinions), to interview witnesses, to participate in negotiations, to develop arguments for the counsel or client(s) to consider, to negotiate settlements or resolutions, present facts and arguments before the legal system and to exchange information, explain and reformulate, as required, legal processes and procedures and to answer questions from others, including counsel, investigative agencies, client department(s), colleagues, legal service providers, witnesses, opposing counsel and other involved parties.

## **Physical Skills**

Sit for long periods of time when attending meetings and when working in the office. This is a frequent requirement of the work and the time spent may vary from 1-8 hours per day. Also, bends and stretches to move boxes of documents, retrieve files and documents and when organizing case/file/project materials.



## **Effort – Efforts**

Intellectual effort is required to:

When providing medium complexity legal support on medium complex case/file/project and/or on specified activities on high to mega complex cases/files/projects, it requires organizing a large volume of information, data and documents and determine the best course of action, liaising between parties and initial drafting of legal opinions to be reviewed by counsel. There is also a requirement to make recommendations to counsel on the organization and the conduct of the case/file/project, in general and the strategies to be taken, as well as assisting with the drafting of legal documents.

When responsible for own case/file/project, administers assigned low complex cases/files/projects including determining the needs for research and analysis, disclosure requirements, organizational resources required, analyzing and assessing claims, assisting in the drafting of consolidations of legislation, developing arguments, attending meetings, negotiating settlements or resolutions and developing recommendations that will be made to the client(s), counsel and/or investigative agencies. Represents and pleads on behalf of the client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.

Case/file/project administration requires adapting precedents for each specific case/file/project. There may be a few instances where precedents are not easily available.

Impact of recommendations or decisions is based upon the level of responsibility assigned and will (in) directly affect the client department(s)'s policies, regulations and operations linked to socio-economics aspects of Canadian Society. Overall, recommendations and/or decisions made contribute to the outcome of the case/file/project.

Broad technical advice and guidance to colleagues, client(s), legal service providers, counsel, interested parties or investigative agencies on the application of legislation and common/civil law and/or criminal law with respect to the rules and procedures of legal systems.

Assist in the development and management of information management systems where files, documents and information are organized in order to make data available for legal team and departmental colleagues.

Advanced skills level to conduct a comprehensive level of research and standard analysis, to identify missing information and documentation as well as inconsistencies and erroneous information and to determine the requirement for further research and analysis. This is particularly required when preparing documentation for medium complex cases/files/projects.

When working on cases/files/projects with counsel requires to conduct comprehensive research and standard analysis on several issues and to integrate the information in view of recommending an approach to the counsel and the client(s). Precedents may exist, however, each case/file/project has its own specific requirements in the location and gathering of data.

When managing medium complex and/or specified activities in high to mega cases/files/projects, it requires organizing a large volume of data coming from a great variety of sources and determining the best course of action. Most of the time, the documents, information or data are not organized, defined or made accessible when received according to the required rules and criteria. The shear volume of information and sometimes the sensitivity of their nature also make the difficulty of obtaining documents, information or data complex.

Approach to case/file/project administration may require changes during the course of the case/file/project. It is required to react promptly by analyzing the new situation and preparing a new



recommendation to counsel, client department(s) or investigative agencies. The case/file/project complexity often increases because of unexpected and conflicting interfaces of law, regulation and organizational policies that relates to the case/file/project.

Analyzes and interprets data and information to foresee possible development and potential coming difficulties that could impact the cases/files/projects in order to manage any potential risks. Any issues that arise are forwarded to counsel with recommendations to resolve the issues.

Identifies training needs for colleagues, client(s), legal service providers, investigative agencies on legal procedures and processes related to their mandate. This includes identifying topics, coordinating training, preparing materials for the audience who have different levels of knowledge and experience. The difficulty varies based upon different training needs that is identified.

Maintains a professional approach when the Crown's position in a case /file/project is contrary to one's own belief. Maintains composure while providing services to a number of contacts in spite of the lack of control over scheduling demands, competing and concurrent demands or the outcome or pace of work.

Maintains professional distance and composure dealing with difficult and/or emotional persons or issues that may often deal with fact situations that are difficult to see and hear. Although these events are not frequent, there is no control over the exposure when they do occur. This may also result in situations where one's personal security is threatened from independent parties who are not happy with the results of the case/file/project.

## **Responsibility – Responsabilités**

### **Human Resources**

May lead a legal support team. Coaches and mentors colleagues on online research, specialized legal software applications, administrative and legal processes and procedures and educates client department(s), investigative agencies and legal service providers on legal procedures related to their mandate.

Participates as a member on a case/file/project team that may include assisting in the organization of activities and any legal support involved.

### **Financial Resources**

Handles financial resources as it relates to the case/file/project (e.g. fine recoveries, negotiate settlements and fees, Bills of Cost submitted by legal service providers and opposing counsel, and Contingent Liabilities Report). Makes recommendations to counsel and/or client(s) as to the amounts claimed and has Bill of Costs taxed by Court, when necessary.

### **Technical Resources**

Custody and regular upkeep of a personal computer and/or laptop and its associated peripherals, databases, large volume of documents as well as office furniture, equipment and materials used to perform own work.

### **Contacts**

Contacts are made with departmental colleagues, client department(s), police, law enforcement agencies, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities and the public in addition to clarify issues, obtain information, provide advice, investigate claims, negotiate and discuss legal issues and/or negotiate settlements or resolutions. These contacts require discussion, explanation and elaboration.



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## **Working Conditions - Conditions de travail**

The physical environment where the work is usually performed is in an open office concept; it can be noisy, poor air quality and sometimes confined and includes libraries, boardrooms and courtrooms. It creates an environment where it is difficult to concentrate and focus. There is daily exposure to glare from the computer monitor during long periods while keyboarding and conducting online research and preparing legal documents. Heavy lifting may be required when travelling to meetings or to court. Travelling requirements varies according to the assigned cases/files/projects.

Most of the time, there is a lack of control over the pace of work. Multiple demands, numerous interruptions, conflicting work priorities and to respond to urgent requests and competing demands from colleagues, client department(s), investigative agencies and counsel are the norm. This result in the need to constantly prioritise workload. The work involves dealing occasionally with emotional, angry, confrontational or uncooperative parties. As a result, long-term health issues may arise due to increased stress levels.

## **Additional Information - L'information additionnelle**



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WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

**SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI**

Job Title / Titre d'emploi Paralegal E – Parajuriste E	Job/Generic Number / Numéro d'emploi/de générique EC05H02	
Department/Agency / Ministère/Agence CBSA	Job Effective Date / Date d'entrée en vigueur - emploi September 16, 2019	
Job Classification / Classification de l'emploi EC-05	Functional Authority (if applicable) / Autorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 4 (60) + 2 (20) + 4 (75) + 4 (55) + 4 (60) + 4 (120) + 2 (4) + 1 (2) + 2 (8) = 404	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4211
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

**SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE**

Position Number / No. de poste	Effective Date / Date effective	
Branch/Region / Direction générale/Région	Directorate/District Direction/District	Division
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

**SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES**

Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>		
	Name / Nom	Signature	Date
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>		
	Name / Nom	Signature	Date
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>		
	Jennifer Bonisteel Name / Nom	Signature <i>J. Bonisteel</i>	Date <i>11/09/2019</i>



## **Client Service Results - Résultats axés sur le service à la clientèle**

Provision of paralegal services (advisory or litigation) for counsel, senior counsel and/or directly to client department(s).

All paralegals follow the rules and practices of professional conduct in accordance with the law society of their province.

Full legal technical support services (i.e. advisory or litigation) to counsel in low to high complex cases/files/projects; and/or

Legal technical support services (i.e. advisory or litigation) to counsel on specified activities in mega complex cases/files/projects.

Under general guidance, manages assigned activities of high complexity in cases/files/projects.

Autonomy for the case/file/project management of the administration in cases/files/projects.

The position is also responsible for the leadership of a team.

or

The position may also be a specialist in areas of knowledge management in operational issues, work process analysis and/or database development in a specific subject.

## **Key Activities - Activités principales**

1. Conducts complex comprehensive legal research and difficult analysis on a variety of legal issues in multiple areas of law. Precedents are not easily accessible. Prepares summaries and recommendations.
2. Organizes or directs others on the organization of a sensitive and/or confidential documents, information and data associated to a case/file/project.
3. Under general guidance, conducts activities that are of high complexity within cases/files/projects.
4. Oversees the administration of complex cases/files/projects.
5. When responsible for own case/file/project, under general guidance, administers medium complex cases/files/projects. Represents client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.
6. Provide recommendations to management and counsel on emerging legal and administrative issues related to a specific case/file/project.  In-depth technical and interpretive advice to contacts on various operational issues.
7. Operational advice on innovative techniques for the management of the practice of law and paralegal services in a Sector.
8. Coaches and mentors colleagues.
9. Trains Paralegals with respect to the provision of services.



10. Team leader on cases/files/projects and/or leads a team.

### **Skill – Habilités**

#### **The work requires knowledge of:**

Specialist knowledge of legal theories and principles.

Specialist knowledge and advanced skill in applying legal methods and techniques.

Specialist level skills to prepare synthesis of legislation, jurisprudence, technical, academic and other reports from experts.

Organizational skills to organize legal support teams and to track and maintain documents, information and data for cases/files/projects.

Specialist knowledge of the Canadian legal system and of the civil or criminal structure, operation and rules of all levels of the legal system relevant to their area of practice.

Specialist knowledge of the mandate, structure, policies and culture of the law enforcement, client department(s), related government organizations and/or other stakeholders, which the interests are associated with the case/file/project. Each case/file/project requires a different set of knowledge. Must have an extensive knowledge of the case/file/project.

Skill to foresee possible development and potential coming difficulties that could impact on the cases/files/projects.

Human resources management principles and techniques to provide leadership and training to team, training for colleagues and various other contacts and to engage in committee and teamwork.

Specialist knowledge of project management principles and techniques to lead, plan and coordinate activities in cases/files/projects.

Superior computer skills on applying a variety of specialized legal software applications and ability to apply a variety of administrative software to manage the information and documentation related to cases/files/projects, to provide operational advice to others, to design databases and update information in databases and management information systems. Conducts analysis of data and prepares reports of a legal nature.

### **Communication Skills**

Superior communication skill at the specialist level to draft legal documents and/or pleadings, to interview witnesses, to participate in negotiations, to develop arguments for the client department(s) or investigative agencies to consider, to negotiate settlements or resolutions, present facts and arguments before the legal system and to exchange information, explain and reformulate positions, as required, legal processes and procedures and to answer questions from others, including counsel, investigative agencies, client department(s), colleagues, legal service providers, witnesses, opposing counsel and other involved parties.

### **Physical Skills**

Sit for long periods of time when attending meetings and when working in the office. This is a frequent requirement of the work and the time spent may vary from 1-8 hours per day. Also, bends and stretches



to move boxes of documents, retrieve files and documents and when organizing case/file/project materials.

Maintains a professional approach when the Crown's position in a case /file/project is contrary to one's own belief. Maintains composure while providing services to a number of contacts in spite of the lack of control over scheduling demands, when there is little or no precedents when conducting research and analysis, planning the work of legal support team, competing and concurrent demands or the outcome or pace of work.

### **Effort – Efforts**

Intellectual effort is required to:

Under general guidance, provides high complexity legal support on high complex cases/files/projects and/or on specified activities on mega complex cases/files/projects, which requires overseeing the administration of a case/file/project with lead counsel; administrating the processes and procedures; leading the support unit for the case/file/project; liaising between parties; management of a large volume of documents and determine the best course of action; initial drafting of legal opinions to be reviewed by counsel; time management of the case/file/project; finding technical expert witnesses; and coordinating the drafting and processing of legal documents. The work requires making tactical recommendations on the approach to be taken in conducting the research or in managing the case/file/project.

When responsible for own case/file/project, under general guidance, manages assigned medium complex cases/files/projects including determining the needs for research and analysis, disclosure requirements, organizational resources required, analyzing and assessing claims, assisting in the drafting of consolidations of legislation, developing arguments, attending meetings, negotiating settlements or resolutions and developing recommendations that will be made to the client(s), counsel and/or investigative agencies. Represents and pleads on behalf of the client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.

Case/file/project administration requires searching for precedents that are not easily available. Original drafting may be required where precedents are unavailable.

Impact of recommendations or decisions is based upon the level of responsibility assigned and will (in) directly affects several client department(s)'s policies, regulations and operations linked to social, economic and political aspects of Canadian Society. Cases/files/projects may involve multiple players and complex issues. Overall, recommendations and/or decisions made contribute to the outcome of the case/file/project.

In-depth technical and interpretive advice and guidance to client(s), counsel, paralegals and support staff (through coaching and mentoring), legal service providers, interested parties and investigative agencies on the application of legislation, common/civil and/or criminal law, legal methods and techniques, various research techniques, management of operational issues, work processes, database development and rules and procedures of the various legal systems.

Monitors and identifies emerging issues, trends and changes to policies and legislation related to case/file/project to ensure they are addressed by counsel.

Operational advice required in developing innovative information management techniques and systems where files, documents and information are organized in order to make data available for legal team and departmental colleagues in a Sector.

Specialist level skills to conduct comprehensive research and analysis; to identify missing information and documentation as well as inconsistencies and erroneous information and to determine the requirement for



further research. This is particularly required when preparing documentation for high or mega complex cases/files/projects.

Cases/files/projects require to conduct multiple researches and in-depth analysis on numerous issues simultaneously, to review work of junior paralegals and to integrate the results and makes recommendation to an approach to the counsel, the client department(s) and/or investigative agencies and to bring into evidence significant information and data to the case/file/project.

When managing high complex and/or specified activities in mega complex cases/files/projects, it usually requires directing a very important and large volume of data coming from a great variety of sources over a long period of time and determining the best course of action. Most of the time, the documents, information or data are not organized, defined or made accessible when received according to the required rules and criteria. The difficulty of obtaining documents, information or data is also made complex by the sensitivity of their nature. In this context, the location, the gathering of data and their reconciliation becomes a very complex research and analytical activity by itself.

During the conduct of a case/file/project, social, political or operational issues may arise that require the parties to change their priorities. As a result, the position is required to review the impact of the change on the case/file/project and to redesign or modify the administration of the case/file/project.

Analyzes and interprets data and information as well as legal processes and procedures governing the practice of paralegal services involves determining weaknesses, ambiguities and inconsistencies and to foresee possible development and potential coming difficulties that could impact on the cases/files/projects. It also involves opportunities to improve administrative activities and providing recommendations to counsel. Difficulty occurs by avoiding conflicts; seeking out precedents and working with constraints imposed to ensure the counsel have all the facts and information to make the necessary decisions.

The requirement to identify training needs at a regional level on paralegal services include identifying topics, coordinating training session, preparing presentations and information sessions for an audience who has different levels of knowledge and experience. The difficulty varies based upon different training needs that is identified.

## **Responsibility – Responsabilités**

### **Human Resources**

May lead a legal support team. Coaches and mentors colleagues on online research, specialized legal software applications, administrative and legal processes and procedures.

Requires planning, assigning and leading a legal support team allocated to work on a case/file/project. Trains and educates, in a Sector, colleagues, client department(s), investigative agencies and legal service providers with respect to the provision of paralegal activities and services related to their mandate. This includes identifying training needs and developing, organizing and delivering of relevant and timely training and continuing education seminars to enhance legal knowledge and techniques with respect the profession's practice of law.

### **Financial Resources**

The work requires managing financial resources allocated to a case/file/project. This may include establishing resource requirements, planning expenses, providing calculations and estimations and supervising and controlling spending. The work also requires negotiating fees with legal agents and witnesses and verifying, certifying and accounting for Bill of Costs and services rendered by legal service providers and opposing counsel, preparation of Contingent Liabilities Report and the recovery of funds due to the Crown on cases/files/projects. Makes recommendations to counsel and/or client(s) as to the



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amounts claimed and has Bill of Costs taxed by Court, when necessary.

### **Technical Resources**

Custody and regular upkeep of a personal computer and/or laptop and its associated peripherals, databases, large volume of documents as well as office furniture, equipment and materials used to perform own work.

### **Contacts**

Contacts are made with departmental colleagues, client department(s), police, law enforcement agencies, expert witnesses, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities and the public in addition to clarify issues, obtain information, prepare them for trial, provide advice, investigate claims, negotiate and discuss legal issues, negotiate settlements or resolutions and/or to agree to an approach to resolve major issues of the case/file/project. These contacts require discussion, negotiation, persuasion, explanation and elaboration.

### **Working Conditions - Conditions de travail**

The physical environment where the work is usually performed is in an open office concept; it can be noisy, poor air quality and sometimes confined and includes libraries, boardrooms and courtrooms. It creates an environment where it is difficult to concentrate and focus. There is daily exposure to glare from the computer monitor during long periods while keyboarding and conducting online research and preparing legal documents. Heavy lifting may be required when travelling to meetings or to court. Travelling requirements varies according to the assigned cases/files/projects.

Most of the time, there is a lack of control over the pace of work. Multiple demands, numerous interruptions, conflicting work priorities and to respond to urgent requests and competing demands from colleagues, client department(s), investigative agencies and counsel are the norm. This result in the need to constantly prioritise workload. The work requires being innovative during the research and analysis of cases/files/projects as there sometimes is little or no reference. The work involves dealing occasionally with emotional, angry, confrontational or uncooperative parties and members of a legal support team. As a result, long-term health issues may arise due to increased stress levels.

### **Additional Information - L'information additionnel**

## WORK DESCRIPTION COVER SHEET / PAGE COUVERTURE DE LA DESCRIPTION DE TRAVAIL

SECTION A: JOB INFORMATION / INFORMATION RELATIVE A L'EMPLOI		
Job Title / Titre d'emploi Paralegal C – Parajuriste C		Job/Generic Number / Numéro d'emploi/de générique EC03H02
Department/Agency / Ministère/Agence CBSA		Job Effective Date / Date d'entrée en vigueur - emploi September 16, 2019
Job Classification / Classification de l'emploi EC-03	Functional Authority (if applicable) / Authorité fonctionnelle (si applicable)	Delegated Job Sponsor Name Nom du commanditaire délégué d'emploi
Job Ratings / Degrés d'emploi 2 (15) + 1 (5) + 4 (75) + 2 (15) + 2 (20) + 2 (30) + 2 (4) + 1 (2) + 2 (8) = 174	Supervisor Position Classification / Classification du poste du superviseur	OCC and NOC / CCP et CNP 4211
Job Type / Type d'emploi <input checked="" type="checkbox"/> Headquarters / Administration Centrale <input type="checkbox"/> Regional / Régional <input type="checkbox"/> National / National <input type="checkbox"/> Unique / Unique	Special Instructions (References) / Instructions spéciales (références)	

SECTION B: POSITION INFORMATION / INFORMATION RELATIVE AU POSTE		
Position Number / No. de poste		Effective Date / Date effective
Branch/Region / Direction générale/Région	Directorate/District Direction/District	Division
Supervisor position Number / No. de poste du superviseur	Supervisor Group and Level / Group et niveau du superviseur	Supervisor Job Title / Titre d'emploi du superviseur
Org Unit / Unité org.	Cost Centre / Centre de coût	Geographic Location / Lieu géographique
Linguistic Profile / Profil linguistique	Security Requirements / Exigences en matière de sécurité	Other / Autre Armed/Uniformed / Arme à feu/uniforme
Communication Requirements / Exigences en matière de communication	Special Instructions Instructions spéciales:	

SECTION C : AUTHORIZATION AND SIGNATURES / AUTHORISATION ET SIGNATURES		
Employee Employé	<i>I certify that I have received this work description. Je certifie que j'ai reçu cette description de travail.</i>	
	Name / Nom	Signature
Supervisor Superviseur	<i>I have read this work description, and confirm that it accurately describes the work assigned to this position. J'ai lu cette description de travail, et je confirme qu'elle décrit adéquatement le travail assigné à ce poste.</i>	
	Name / Nom	Signature
Delegated Authority Authorité Délégué	<i>I have reviewed this work description, and confirm that it accurately describes the work required. J'ai revu cette description de travail, et je confirme qu'elle décrit adéquatement le travail requis.</i>	
	Jennifer Bonisteel Name / Nom	Signature
		16/09/2019 Date



## **Client Service Results - Résultats axés sur le service à la clientèle**

Provision of paralegal services (advisory or litigation) for counsel, senior counsel and/or directly to client department(s).

All paralegals follow the rules and practices of professional conduct in accordance with the law society of their province.

Full legal technical support services (i.e. advisory or litigation) to counsel in low to high complex cases/files/projects; and/or

Legal technical support services (i.e. advisory or litigation) to counsel on specified activities in mega complex cases/files/projects.

Under general guidance, manages assigned activities of high complexity in cases/files/projects.

Autonomy for the case/file/project management of the administration in cases/files/projects.

The position is also responsible for the leadership of a team.

or

The position may also be a specialist in areas of knowledge management in operational issues, work process analysis and/or database development in a specific subject.

## **Key Activities - Activités principales**

1. Conducts standard legal research and standard analysis on legal issues where precedents are available but not abundant. Prepares summaries and recommendations.
2. Organizes sensitive and/or confidential documents, information and data for parts of medium to mega complex cases/files/projects.
3. Under general guidance conducts activities that are of medium complexity within cases/files/projects.
4. When responsible for own case/file/project, administers routine low complex cases/files/projects where precedents are available. Represents client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.
5. Technical advice and guidance to contacts on basic research techniques and various legal procedures and processes.
6. Maintains and updates legal and administrative databases, as well as management information systems.

## **Skill – Habilétés**

The work requires knowledge of:



Knowledge of legal theories and principles.

Knowledge and skill in applying legal methods and techniques in specialized practice areas and the related legal terminology.

Working level skills to prepare synthesis of legislation, jurisprudence, technical, academic and other reports from experts.

Organizational skills to organize, track and maintain documents, information and data for cases/files/projects.

Knowledge of the Canadian legal system and of the civil or criminal rules and procedures of the operation of all levels of the legal system relevant to their area of practice.

Knowledge of the mandate, structure, policies and culture of the law enforcement, client department(s) and/or other government organizations, which the interests are associated with the case/file/project. Each case/file/project requires a different set of knowledge. Must have a good knowledge of the case/file/project.

Skill to foresee possible development and potential coming difficulties that could impact on the cases/files/projects.

Knowledge of paralegal services and legal software applications to provide guidance to colleagues and other educate contacts.

Knowledge of project management principles and techniques to lead, plan and coordinate activities in cases/files/projects.

Advanced computer skills on applying a variety of specialized legal software applications and ability to apply a variety of administrative software to manage the information and documentation related to cases/files/projects, to design databases and update information in databases and management information systems. Conducts analysis of data and prepares reports of a legal nature.

### **Communication Skills**

Advanced communication skill level to draft legal documents, to interview witnesses, to participate in negotiations, to develop arguments for the counsel or client(s) to consider, to negotiate settlements or resolutions, present facts and arguments before the legal system and to exchange information, explain and reformulate, as required, legal processes and procedures and to answer questions from others, including counsel, investigative agencies, client department(s), colleagues, legal service providers, witnesses, opposing counsel and other involved parties.

### **Physical Skills**

Sit for long periods of time when attending meetings and when working in the office. This is a frequent requirement of the work and the time spent may vary from 1-8 hours per day. Also, bends and stretches to move boxes of documents, retrieve files and documents and when organizing case/file/project materials.

### **Effort – Efforts**

Intellectual effort is required to:

Under general guidance, provides legal support of medium complexity on specified activities of medium complex cases/files/projects and/or legal technical support services on specific activities of high to mega



complex cases/files/projects under the direction of counsel and/or more senior paralegals, which requires organizing a volume of information, data and documents and determine the best course of action, liaising between parties, ensuring proper application of procedures and that the time schedules are respected.

There is also a requirement to make recommendations to counsel on the organization of the case/file/project and the strategies to be taken, as well as assisting with the drafting of legal documents. When responsible for own case/file/project, administers assigned routine low complex cases/files/projects including determining the needs for research and analysis, disclosure requirements, organizational resources required, analyzing and assessing claims, assisting in the drafting of consolidations of legislation, developing arguments, attending meetings, negotiating settlements or resolutions and developing recommendations that will be made to the client(s), counsel and/or investigative agencies.

Represents and pleads on behalf of the client(s) in legal systems (e.g. small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assist counsel with the conduct of legal proceedings in legal systems.

Case/file/project administration requires reviewing and interpreting precedents.

Overall, recommendations made to client(s), counsel, legal service providers or investigative agencies contribute to the preparatory work, analysis and ultimately, on the outcome of the case/file/project.

Technical advice and guidance to colleagues, client(s), legal service providers, interested parties, counsel or investigative agencies on the application of legislation and common/civil law and/or criminal law with respect to the rules and procedures of legal systems.

Develops and maintains databases where files, documents and information are organized in order to make data available for the legal team and colleagues in the work unit.

Working skills level to conduct a standard level of research and analysis on a single topic to identify missing information and documentation as well as inconsistencies and erroneous information. This is particularly required when preparing documentation for medium complex cases/files/projects.

When working on cases/files/projects with counsel, it requires standard research and analysis on a specific issue. The data gathered is synthesized into a summary and recommendation(s) are prepared. Constraints on the work include the requirement to coordinate activities with those of other team members who may be from other parts of the Department, investigative agencies or from the client department(s).

When managing specified activities in a medium to mega complex cases/files/projects, under the guidance of counsel and/or senior paralegal, it usually requires organizing a large volume of data coming from a great variety of sources and determining the best course of action. Most of the time, the documents, information or data are not organized, defined or made accessible when received according to the required rules and criteria. The sheer volume of information and sometimes the sensitivity of their nature also make the difficulty of obtaining documents, information or data complex.

Case/file/project administration may require changes during the course of the case/file/project. It is required to react promptly by analyzing the new situation and preparing a new recommendation to counsel, client department(s) or investigative agencies.

Analyzes and interprets data and information to foresee possible development and potential coming difficulties that could impact the cases/files/projects in order to manage any potential risks. Any issues that arise are forwarded to counsel.

Identifies training needs for colleagues, client(s), legal service providers, investigative agencies on legal procedures and processes related to their mandate. This includes identifying topics, coordinating training, preparing materials for the audience who have different levels of knowledge and experience. The difficulty



varies based upon different training needs that is identified.

Maintains a professional approach when the Crown's position in a case /file/project is contrary to one's own belief. Maintains composure while providing services to a number of contacts in spite of the lack of control over scheduling demands, competing and concurrent demands or the outcome or pace of work.

Maintains professional distance and composure dealing with difficult and/or emotional persons or issues that may often deal with fact situations that are difficult to see and hear. Although these events are not frequent, there is no control over the exposure when they do occur. This may also result in situations where one's personal security is threatened from independent parties who are not happy with the results of the case/file/project.

## **Responsibility – Responsabilités**

### **Human Resources**

The work may require providing guidance to colleagues on basic research, specialized legal software applications, administrative and legal processes and procedures and educates client department(s), investigative agencies and legal service providers on legal procedures related to their mandate.

Participates as a member on a case/file/project team that may include assisting in the organization of activities.

### **Financial Resources**

Handles financial resources as it relates to the case/file/project (e.g. fine recoveries, negotiate settlements and fees, Bills of Cost submitted by legal service providers and opposing counsel, and Contingent Liabilities Report). Makes recommendations to counsel and/or client(s) as to the amounts claimed and has Bill of Costs taxed by Court, when necessary.

### **Technical Resources**

Custody and regular upkeep of a personal computer and/or laptop and its associated peripherals, databases, large volume of documents as well as office furniture, equipment and materials used to perform own work.

### **Contacts**

Contacts are made with departmental colleagues, client department(s), police, law enforcement agencies, witnesses, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities and the public in addition to clarify issues, obtain information, provide advice, investigate claims, discuss legal issues and/or negotiate settlements or resolutions. These contacts require discussion, explanation and elaboration.

## **Working Conditions - Conditions de travail**

The physical environment where the work is usually performed is in an open office concept; it can be noisy, poor air quality and sometimes confined and includes libraries, boardrooms and courtrooms. It creates an environment where it is difficult to concentrate and focus. There is daily exposure to glare from the computer monitor during long periods while keyboarding and conducting online research and preparing legal documents. Heavy lifting may be required when travelling to meetings or to court. Travelling requirements varies according to the assigned cases/files/projects.



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Most of the time, there is a lack of control over the pace of work. Multiple demands, numerous interruptions, conflicting work priorities and to respond to urgent requests and competing demands from colleagues, client department(s), investigative agencies and counsel are the norm. This result in the need to constantly prioritise workload. The work involves dealing occasionally with emotional, angry, confrontational or uncooperative parties. As a result, long-term health issues may arise due to increased stress levels.

**Additional Information - L'information additionnelle**



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Office of the Chief Human Resources Officer

## Job Evaluation Standard Economics and Social Science Services (EC)

October 1, 2017

In case of a discrepancy between the PDF version and the [web version](#), the web version will take precedence.

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## Policy Context

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### 1. Effective date

1.1 This revised standard takes effect on October 1, 2017.

### 2. Application

2.1 This standard applies to the core public administration as defined in section 11 of the Financial Administration Act, unless excluded through specific acts, regulations or Orders in Council.

2.2 This standard is to be used to establish the appropriate level for work allocated to the Economics and Social Science Services occupational group and evaluated using the Economics and Social Science Services job evaluation standard.

### 3. Context

3.1 This standard is a key component of the classification system and must be read in conjunction with the Policy Framework for the Management of Compensation, the Policy on Classification, the Directive on Classification, the Directive on Classification Grievances, and occupational group definitions.

3.2 The classification system is the infrastructure that is put in place to effectively manage the classification of positions within the core public administration. Classification entails allocating positions by occupational group and level using the appropriate job evaluation standard to ensure that the relative value of work is respected across the core public administration.

3.3 This standard is issued pursuant to sections 7 and 11.1 of the Financial Administration Act.

### 4. Consequences

4.1 The consequences identified in the Policy on Classification apply in cases of non-compliance with this standard.

### 5. Related policies and publications:

- Policy on Classification;
- Directive on Classification;
- Directive on Classification Grievances;
- Occupational group definitions;
- Guide to Allocating Positions Using the Occupational Group Definitions;
- Table of Concordance;
- Job evaluation standards;
- Other policy instruments and guides that may be published from time to time.

## 6. **Enquiries**

Please direct enquiries about this standard to your departmental corporate classification office. For information on the application of this standard, representatives of the departmental corporate classification office should contact:

Workforce Organization and Classification  
Compensation and Labour Relations Sector  
Office of the Chief Human Resources Officer  
Treasury Board of Canada Secretariat  
Ottawa, Ontario K1A 0R5  
Email: [publicenquiries-demandesderenseignement@tbs-sct.gc.ca](mailto:publicenquiries-demandesderenseignement@tbs-sct.gc.ca)

## Introduction

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The classification standard for the Economics and Social Science Services (EC) Group is a point rating plan consisting of an introduction, the definition of the occupational group, the rating elements in the job evaluation plan, the rating scale, and the level point boundaries.

Point rating is an analytical, quantitative method of determining the relative values of jobs. Point rating plans define characteristics or elements common to the jobs being evaluated, define degrees of each element and allocate point values to each degree. The total value for each job is determined by the sum of the point values assigned by the evaluators.

## Elements

Nine elements are used in this plan. Each element contains a number of degrees that describe the scope of work that may be present in EC jobs.

### Element weighting

The importance of the characteristics of work in terms of assessing the relative value of each element is reflected in the maximum point values assigned to the elements. Each element in the EC Classification Standard is designed as a continuum of value, ranging from low to high. The overall value of a given job using this system is therefore the sum of the points for each selected rating in each element.

Elements	Percentage of Total Points	Maximum Point Values
Decision Making	21	210
Leadership and Operational Management	14	140
Communication	18	180
Knowledge of Specialized Fields	10.5	105
Contextual Knowledge	10.5	105
Research and Analysis	21	210
Physical Effort	1.5	15
Sensory Effort	1.0	10
Working Conditions	2.5	25
<b>Total:</b>	<b>100.0%</b>	<b>1,000</b>

### Notes to raters

Notes to raters describe the definition and design intent of the element. In some cases, the notes to raters will reference important links with other elements in the standard or give key definitions or caveats that must be considered to fully understand the element.

## Specific guidelines

The specific guidelines, which follow the element rating scale, provide information on the structure and mechanics of the element, and elaborate on how to use the rating scale by providing clarification of each degree and indications of how to differentiate among degrees.

## Benchmark positions

Benchmark descriptions are used to exemplify degrees of each element and illustrate progression in the job evaluation standard, the application of the elements and relationship between elements. Each description consists of a list of the principal duties and specifications describing the degree of each element to which the position is rated. The benchmark positions have been evaluated, and the degree and point values assigned to each element are shown in the specifications.

The rating scales identify the benchmark position descriptions that exemplify each degree. These descriptions are an integral part of the point rating plan and are used to ensure consistency in application of the rating scales.

## Use of the standard

There are six steps in the application of this job evaluation standard.

1. The position description is studied to ensure understanding of the position as a whole. The relation of the position being rated to positions above and below it in the organization is also studied.
2. Allocation of the position to the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
3. Tentative degrees of each element in the job being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the descriptions of elements and the notes to raters, and specific guidelines.
4. The description of the element in each of the benchmark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the element in benchmark positions for the degrees above and below the one tentatively established.
5. The point values for all elements are added to determine the tentative total point rating.
6. The position being rated is compared as a whole to positions to which similar total point values have been assigned, as a check on the validity of the total rating.

## **Economics and Social Science Services Group Definition**

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The Economics and Social Science Services (EC) Group comprises positions that are primarily involved in the conduct of surveys, studies and projects in the social sciences; the identification, description and organization of archival, library, museum and gallery materials; the editing of legislation or the provision of advice on legal problems in specific fields; and the application of a comprehensive knowledge of economics, sociology or statistics to the conduct of economic, socio-economic and sociological research, studies, forecasts and surveys; the research, analysis and evaluation of the economic or sociological effects of departmental or interdepartmental projects, programs and policies; the development, application, analysis and evaluation of statistical and survey methods and systems; and the development, analysis and interpretation of qualitative and quantitative information and socio-economic policies and recommendations.

### **Inclusions**

Notwithstanding the generality of the foregoing, for greater certainty, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

1. the conduct of surveys, studies, projects and tests requiring a practical knowledge of a specialized field such as economics, history, law or psychology and requiring the development of specialized techniques and procedures, or the development and use of related processing applications, or the interpretation of findings;
2. the identification, description, classification, organization and location of archival, gallery, library or museum materials; or the creation, manipulation, verification, analysis and transmission of descriptive records pertaining to such materials, both of which require a practical knowledge of the subject matter;
3. the editing of legislation or the conduct of studies in matters such as land conveyancing, expropriation, litigation and labour relations requiring a practical knowledge of the specific legal area to interpret findings or prepare submissions;
4. the application of a practical knowledge of a specialized field such as economics, history, law or psychology to the use and modification or adaptation of computer systems, utilities or software;
5. the application of a comprehensive knowledge of economics, sociology or statistics to economic, socio-economic or sociological studies, forecasts and surveys in a variety of subject areas in domestic and/or international settings;
6. the application of a comprehensive knowledge of economics, sociology or statistics to the development, application and evaluation of statistical and survey methods and indicators for use in natural or social science research projects, or in the planning of surveys and censuses or in the determination of statistical measures and techniques for data analysis and reporting;
7. the provision of advice in the fields of economics, sociology and statistics; and
8. the leadership of any of the above activities.

### **Exclusions**

Positions excluded from the Economics and Social Science Services Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:

1. the operation, scheduling or controlling of the operations of electronic equipment used in the processing of data for the purpose of reporting, storing, extracting and comparing information or for solving formulated problems according to prescribed plans;

2. the collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations;
3. the planning, development, delivery or management of policies, programs, services or other activities directed to the public or to the Public Service;
4. the explanation, promotion and publication of federal government programs, policies and services;
5. the application of a comprehensive knowledge of mathematics to the development or application of mathematical and analytical methods, including those of mathematical statistics; and
6. the planning, development, delivery and management of economic development policies, programs, services and other activities designed to promote the establishment, growth and improvement of industry, commerce and export trade and the regulation of trade and commerce.

## Point Boundaries

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<b>Level</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Spread</b>
<b>1</b>	40	99	59
<b>2</b>	100	169	69
<b>3</b>	170	249	79
<b>4</b>	250	344	94
<b>5</b>	345	454	109
<b>6</b>	455	584	129
<b>7</b>	585	749	164
<b>8</b>	750	1,000	250

## Rating Scale

	1	2	3	4	5	6	7	8	9
Degree	Decision Making	Leadership and Operational Management	Communication	Knowledge of Specialized Fields	Contextual Knowledge	Research and Analysis	Physical Effort	Sensory Effort	Working Conditions
1	5	20	25	15	20	30	4	3	5
2	15	50	50	35	40	75	6	5	12
3	35	90	75	55	60	120	10	10	17
4	60	140	100	80	80	165	15		25
5	90	125	140	105	105	210			
6	165		180						
7	210								
<b>% Total</b>	<b>21</b>	<b>14</b>	<b>18</b>	<b>10.5</b>	<b>10.5</b>	<b>21</b>	<b>1.5</b>	<b>1.0</b>	<b>2.5</b>

## Benchmark Index

Element 1: Decision Making: Responsibility	Element 5: Contextual Knowledge: Skill
Element 2: Leadership and Operational Management: Responsibility	Element 6: Research and Analysis: Skill
Element 3: Communication: Skill	Element 7: Physical Effort: Effort
Element 4: Knowledge of Specialized Fields: Skill	Element 8: Sensory Effort: Effort
	Element 9: Working Conditions: Working Conditions

BM#	Title	Rating/Points by Element									Total points	Level
		1	2	3	4	5	6	7	8	9		
BM 1	Data Production Recruit	1/5	1/5	2/25	1/5	2/20	1/5	1/3	1/2	1/5	75	1
BM 2	Economist/Sociologist	2/15	1/5	2/25	2/15	2/20	2/30	1/3	1/2	1/5	120	2
BM 3	Junior Paralegal	2/15	1/5	2/25	2/15	2/20	2/30	2/4	1/2	2/8	124	2
BM 4	Cataloguing Technician	2/15	1/5	2/25	2/15	2/20	2/30	4/10	2/3	2/8	131	2
BM 5	Senior Research Assistant	3/35	2/20	3/50	3/35	3/40	2/30	1/3	1/2	1/5	220	3
BM 6	Program Evaluation Officer	3/35	1/5	4/75	3/35	3/40	3/75	1/3	1/2	1/5	275	4
BM 7	Economist/Sociologist	3/35	3/50	4/75	3/35	2/20	3/75	1/3	1/2	2/8	303	4
BM 8	Paralegal	3/35	2/20	4/75	4/55	3/40	3/75	2/4	1/2	2/8	314	4
BM 9	Health Policy Analyst	4/60	2/20	4/75	4/55	4/60	4/120	1/3	1/2	1/5	400	5
BM10	Economic Policy Analyst	4/60	2/20	4/75	4/55	4/60	4/120	1/3	1/2	1/5	400	5
BM11	Social Policy Researcher	4/60	2/20	5/100	4/55	4/60	4/120	1/3	2/3	3/12	433	5
BM12	Regional Statistician	4/60	4/90	4/75	4/55	4/60	4/120	1/3	1/2	2/8	473	6
BM13	Senior Program Evaluation Analyst	5/90	3/50	5/100	4/55	5/80	4/120	1/3	1/2	1/5	505	6
BM14	Advisor/Economist	6/125	3/50	5/100	4/55	4/60	4/120	1/3	1/2	2/8	523	6
BM15	Expert Paralegal	5/90	3/50	6/140	4/55	4/60	4/120	2/4	1/2	2/8	529	6
BM16	Manager, Economic or Socio-Economic Policy Research	6/125	3/50	5/100	5/80	5/80	5/165	1/3	1/2	2/8	613	7
BM17	Chief, Analytics and Data Systems	6/125	4/90	6/140	5/80	5/80	5/165	1/3	1/2	2/8	693	7
BM18	Senior Policy Manager	7/165	4/90	7/180	5/80	6/105	6/210	1/3	1/2	2/8	843	8
BM19	Senior Negotiator	8/210	4/90	7/180	5/80	6/105	5/165	2/4	1/2	3/12	848	8

**Element 1: Decision Making****Responsibility**

This element measures the latitude applied and the impact of decision making in EC work. The latitude required measures the scope to make decisions and the risks involved in reaching solutions or making decisions. The impact of decisions may range from the modification of work methods to the design of complex research and analytical studies, and from single issues to policy or program development and direction. This element recognizes formal decision making, as well as the responsibility for making effective recommendations.

**Notes to raters**

1. **Latitude** measures the scope to make decisions and the risks involved in reaching solutions or making decisions. It measures the freedom and initiative to act and associated risks. The existence of and the requirement for precedents limits the latitude. Latitude increases as the implications of decisions become less clear. Latitude increases with the risks in making decisions.
2. **Impact** measures the effect of decisions on organizations, cases, policies, geographical areas, etc. Impact increases as these effects increase.

The following provides a definition of the eight degrees of latitude and the impact of the decisions and effective recommendations made. If an exact measure of the scope, risk and impact cannot be made with one of the following degrees then a "best fit" determination should be made.

Degree	Latitude and Impact	Points	BM
1	<p>Decisions are issue-specific and have an impact on own work unit activities, single cases or individual clients.</p> <p>There is latitude to select and apply established guidelines, procedures and work practices to meet established objectives.</p> <p>Risks and implications are negligible.</p>	5	<u>BM1</u>
2	<p>Decisions and recommendations are issue-specific and have an impact on components of a project, study, survey, processing operation or case.</p> <p>There is latitude to modify methods and approaches to be used within existing precedents.</p> <p>Risks and implications are minor and apparent.</p>	15	<u>BM2</u> <u>BM3</u> <u>BM4</u>
3	<p>Decisions and recommendations are related to multiple issues and have an impact on specific projects, studies, surveys, processing operations or cases.</p> <p>There is latitude to resolve issues that may require the adaptation of precedent.</p> <p>Decisions and recommendations may lead to improved work methods.</p> <p>Risks and implications are significant and apparent.</p>	35	<u>BM5</u> <u>BM6</u> <u>BM7</u> <u>BM8</u>
4	<p>Decisions and recommendations are related to specific subject matter areas, industrial sectors, segments of the population, or geographical areas and have an impact on projects, studies, surveys, cases, unit operations or policy issues.</p> <p>There is latitude to resolve issues that lack precedent within established objectives.</p> <p>Decisions and recommendations may lead to improved analytical or research methodologies.</p> <p>Risks and implications of actions are significant and not readily apparent.</p>	60	<u>BM9</u> <u>BM10</u> <u>BM11</u> <u>BM12</u>

Degree	Latitude and Impact	Points	BM
5	<p>Decisions and recommendations are related to multiple subject matter areas, industrial sectors, population segments or geographical areas and have an impact on multiple projects, studies, research or analytical methodologies or a specific departmental program or policy.</p> <p>There is latitude to resolve issues within the framework of established programs. Decisions and recommendations may lead to improvement of study/project design or a specific program or policy.</p> <p>Risks and implications of actions are significant and not readily apparent.</p>	90	<u>BM13</u> <u>BM15</u>
6	<p>Decisions and recommendations are related to multiple subject matter areas, industrial sectors, private sectors, population segments or geographical areas and have an impact on departmental programs or policies or business directions.</p> <p>There is latitude to modify or devise new courses of action.</p> <p>Decisions and recommendations typically lead to improvements in programs or policies. Risks and implications of actions are significant and often difficult to determine.</p>	125	<u>BM14</u> <u>BM16</u> <u>BM17</u>
7	<p>Decisions and recommendations are related to a number of subject matter areas, industrial sectors, private sectors, population segments or geographical areas across programs and have an impact on multiple government programs or policy areas.</p> <p>There is latitude to develop solutions to interrelated issues that are often sensitive. Decisions and recommendations typically lead to improvements in program/policy design.</p> <p>Risks and implications of actions are uncertain and require significant risk analysis.</p>	165	<u>BM18</u>
8	<p>Decisions and recommendations are related to a number of subject matter areas, industrial sectors, private sectors, population segments or geographical areas across levels of government and have an impact on the direction of government policies and programs and are authoritative and often precedent setting.</p> <p>There is latitude to determine objectives for diverse and poorly defined issues that involve significant trade-offs.</p> <p>Risks and implications of actions are uncertain and require significant risk analysis.</p>	210	<u>BM19</u>

## Specific guidelines

At **degree 1**, initiative is used when handling non-routine issues and determining a course of action which is typically of a low risk nature and influences own work activities, single cases and clients. Guidance is sought when solutions are not apparent.

At **degree 2**, initiative is used when issues are typically resolved independently. Choices to modify or recommend enhancements to aspects of projects or processes are within existing precedents and minor risks and implications are apparent.

At **degree 3**, initiative is used when selecting options, which involve risks. Issues are broader in nature and require the adaptation of precedent. Decisions and recommendations may impact specific cases, which require the modification of existing techniques, methods and approaches or development of new ones.

At **degree 4**, issues are greater in depth and affect a broader scope of clients and sectors. Initiative requires that decisions and recommendations performed normally be related to industrial sectors (e.g., transportation, agriculture,

health), segments of the population, geographic areas (e.g., Prairies, Atlantic) or specific subject matter areas (e.g., specific program or policy such as finance or medicine). Initiative is required when resolving issues, which may lack precedent within established objectives, and when recommending new approaches for the department to deal with issues.

At **degree 5**, options typically involve risks that need to be managed. Initiative is required to develop alternative strategies and recommendations which impact on the outcome of cases and multiple subject matter areas which in turn can lead to improvements to methods, studies, and projects. There is autonomy to resolve issues within the parameters of established programs.

At **degree 6**, issues are broad, typically more complex and are related to multiple areas, sectors and diverse subject matter areas which require initiative and latitude to select from a number of options or courses of actions, where risks and implications are not easily determined. Decisions and recommendations impact departmental programs or policy redesign, which leads to improvements.

At **degree 7**, issues are often interrelated, complex, and sensitive and require initiative to determine objectives and develop solutions. Decisions influence a number of interrelated areas such as multiple government sectors and industry. Precedents do not always exist. Risks are uncertain, difficult to manage and can lead to new business and policy/research program directions.

At **degree 8**, issues are complex, sensitive and poorly defined and require initiative to determine objectives and develop solutions. Recommendations impact major departmental entities across government. The implications across levels of government of proposed new approaches are unknown. Decisions are often precedent setting and require significant risk analysis and trade-offs.

**Element 2: Leadership and Operational Management****Responsibility**

The Leadership and Operational Management element measures the responsibility for leading, planning and being accountable for human, financial and materiel resources to achieve work objectives.

**Notes to raters**

1. All work has some leadership role. This element is used to evaluate work in terms of the continuing responsibility for human, financial and materiel resources. These responsibilities may include, but are not limited to the following: selecting, coaching, and training personnel; planning and assigning work, monitoring to ensure results are achieved, developing and implementing work plans and priorities, approving and monitoring expenditures, managing, and being accountable for one or more organizational units.
2. This element measures delegated and non-delegated responsibility for human, financial and materiel resources. In this element, "project teams" and "work groups" may include "committees," "task forces," etc., and are intended as general terms for work units that do not have an internal hierarchy.
3. In this element, the terms "budget planning exercises" and "budgeting process" include planning for human, financial and materiel resources.
4. This element is an example of a cumulative progression or "pyramid"-style element. A rating at a higher degree assumes that the responsibility described in the lower degrees is already included. For example, degree 3 captures degree 1 and degree 2.
5. While all of the work characteristics in a degree definition do not need to be present in the work to evaluate it at that degree, the work should demonstrate the presence of the majority of responsibilities described in the degree definition. Some work may include responsibilities from higher degrees. However, the majority of statements in the higher degree definition must apply when determining the final rating.
6. Occasional supervision or management of people and/or finances performed during absences of the supervisor or manager should not be rated.

The five degrees of this element are described below. All of the work characteristics in the degree definition do not need to be present in the work in order to rate it at that degree. However, the work needs to be **described by the majority of statements in that degree to determine the "best fit."**

Degree	Leadership and Operational Management	Points	BM
1	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>• assisting colleagues in adapting to the work environment;</li> <li>• explaining or demonstrating work functions or processes;</li> <li>• working as a team member;</li> <li>• participating in work groups;</li> <li>• occasionally leading ad hoc work groups;</li> <li>• ensuring confidentiality of information;</li> <li>• maintaining materiel resources used in own work;</li> <li>• tracking contract work;</li> <li>• providing information to contract workers.</li> </ul>	5	<a href="#">BM1</a> <a href="#">BM2</a> <a href="#">BM3</a> <a href="#">BM4</a> <a href="#">BM6</a>
2	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>• assigning work;</li> <li>• explaining responsibilities;</li> <li>• providing guidance or coaching;</li> </ul>	20	<a href="#">BM5</a> <a href="#">BM8</a> <a href="#">BM9</a> <a href="#">BM10</a> <a href="#">BM11</a>

Degree	Leadership and Operational Management	Points	BM
	<ul style="list-style-type: none"> <li>providing training; sharing knowledge and expertise;</li> <li>monitoring and reporting on progress of projects;</li> <li>providing feedback on team member performance;</li> <li>recommending project team members;</li> <li>caring for books, periodicals, equipment, archival material;</li> <li>ensuring classified information and documents are protected;</li> <li>verifying that contract work is completed before payment approval and invoice is processed.</li> </ul>		
3	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>assigning work according to expertise or need;</li> <li>reviewing work and providing advice;</li> <li>monitoring work in progress;</li> <li>assessing work unit or project results;</li> <li>evaluating employee performance;</li> <li>developing work plans from objectives;</li> <li>implementing work plans; adjusting priorities;</li> <li>adjusting workloads;</li> <li>making recommendations regarding human resources;</li> <li>making recommendations regarding materiel resources;</li> <li>making recommendations regarding financial resources;</li> <li>providing input to budget planning exercises;</li> <li>recommending training;</li> <li>disposing of and archiving information;</li> <li>identifying work needs and resources and time requirements and recommending contract services.</li> </ul> <p>Most performance issues are handled directly, but complex situations are referred to managers at higher levels.</p>	50	<u>BM7</u> <u>BM13</u> <u>BM14</u> <u>BM15</u> <u>BM16</u>
4	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>providing functional direction;</li> <li>managing subordinate supervisors/managers;</li> <li>monitoring work against timelines;</li> <li>ensuring that objectives and results are met;</li> <li>providing input on project team performance;</li> <li>establishing priorities and work plans; establishing goals;</li> <li>conceiving overall plan and approach to projects;</li> <li>identifying, recommending and/or establishing human resource requirements;</li> <li>identifying, recommending and/or establishing materiel resource requirements;</li> <li>identifying, recommending and/or establishing financial resource requirements;</li> <li>re-allocating human resources to meet changes in work priorities;</li> <li>making comprehensive cost projections and analysis in the planning and budgeting process;</li> <li>managing an operating budget;</li> <li>re-allocating funds within a pre-established budget;</li> <li>monitoring expenditures; disbursing funds;</li> <li>selecting project team members;</li> <li>leading recruitment efforts;</li> <li>establishing human resource plans;</li> <li>approving training plans;</li> <li>taking disciplinary action;</li> <li>stipulating parameters of contracts;</li> </ul>	90	<u>BM12</u> <u>BM17</u> <u>BM18</u> <u>BM19</u>

Degree	Leadership and Operational Management	Points	BM
	<ul style="list-style-type: none"> <li>authorizing contracts;</li> <li>recommending payment for services rendered.</li> </ul>		
5	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>ensuring program and/or project objectives are achieved;</li> <li>reporting on results and outcomes;</li> <li>establishing broad priorities and division of responsibilities;</li> <li>developing long-term program and/or project plans and direction;</li> <li>developing work plans, milestones and timelines;</li> <li>selecting, approving and allocating human, materiel and financial resources;</li> <li>long-term resource planning;</li> <li>directing and controlling resources to meet long-term objectives and results;</li> <li>approving budget submissions;</li> <li>managing operating and/or salary budgets;</li> <li>approving expenditures;</li> <li>re-allocating financial resources based on changing priorities;</li> <li>selecting team members for interdepartmental and inter-governmental projects;</li> <li>authorizing contractual agreements and professional services;</li> <li>negotiating contractual agreements and professional services.</li> </ul>	140	N/A

## Specific guidelines

At **degree 1**, there is a requirement to assist colleagues in adapting to the work environment; explain work processes; work as a team member; ensure confidentiality of information; and maintain own office materiel resources.

At **degree 2**, there is a requirement to lead short-term project teams or work groups with shared goals and objectives. There may be a need to oversee the work of students and provide input on their work performance, but there is no requirement for formal or sustained supervision, budgetary responsibility or formal performance evaluation. There is a requirement to verify that contract work is completed before payment is approved and invoice is processed.

At **degree 3**, there is a requirement to provide on a continuing basis direct supervision within a work unit or to lead departmental project teams or work groups to achieve specific goals and objectives. Responsibilities include training and guidance on specific tasks; using office service and equipment effectively; modifying established procedures; and assessing work results and employee performance. Work may include participating in the staffing process. There may be requirement to provide input/recommendations to budget planning exercises.

At **degree 4**, there is a requirement to manage operations and resources in a work unit or to plan and lead departmental or interdepartmental project teams. Issues and initiatives cover a range of areas of responsibility and participants may have varied and sometimes conflicting goals and objectives. Work is often the first level of management. There is a requirement to ensure that human, financial and materiel resources policies are carried out. The focus is managing teams, which includes recruiting; evaluating and monitoring staff performance; planning, analyzing and evaluating programs and projects; providing input and analysis on cost estimates for the budget process; and setting deadlines to attain and complete specific milestones.

At **degree 5**, responsibility and authority for leadership and operational management is delegated and performed through subordinate unit heads, managers and supervisors. There is a requirement to design, plan and lead multidisciplinary project teams and coordinate the activities of intergovernmental task forces or advisory committees. These committees are composed of senior personnel from other government departments, other levels of government or non-governmental organizations. Issues and initiatives are high profile, sensitive, or unconventional. The leadership scope is typically broad in nature, (e.g., across subject matter areas, branches/functional areas, or involve multiple stakeholders or interests within and outside the department, and the goals and objectives of the participants are diverse.) Responsibilities include managing considerably more complex operations that involve a larger staff, a variety of major programs or functions and layers of management accountability. Develops longer-term plans; carries out major projects; negotiates to meet objectives; coordinates major functions; plans the utilization of space, equipment and services; evaluates staff

performance; approves alternate ways to accomplish objectives; administers a budget; and approves and monitors expenditures.

**Element 3: Communication****Skill**

This element measures the skills required to express and receive information orally and in writing, the scope of the communication and the reasons why the work requires contacts.

**Notes to raters**

1. **Communication skills** measure the nature and complexity of the subject matter and the required level of communication skills.
2. **Specialized terminology:** EC work often uses specialized terminology to explain concepts, theories, and methodologies. Normally, individuals outside the discipline are unfamiliar with this specialized terminology. Consequently, at higher degrees, there may be a need to explain methods, theories, concepts, etc., in a language that non-specialists understand.
3. **Specialized information** uses specialized terminology that can apply to specialized fields\* or to subject matter area.
4. **Complex information** is interrelated specialized information from specialized fields\* or subject matter areas.

\* see explanation for "specialized fields" in Element 4: Knowledge of Specialized Fields.

The following provides a definition of the degrees of the communication skills. The highest degree required of the work should be chosen.

Degree	Communication Skills	Points	BM
1	Convey or obtain information to maintain collaborative working relationships, provide straightforward explanations and meet day-to-day activities.	5	N/A
2	Exchange specialized information <b>or</b> share expertise to meet defined objectives.	25	<u>BM1</u> <u>BM2</u> <u>BM3</u> <u>BM4</u>
3	Provide interpretation of specialized information to improve understanding.	50	<u>BM5</u>
4	Adapt information or messages for audiences who are <b>not</b> familiar with the specialized terminology to ensure understanding.	75	<u>BM6</u> <u>BM7</u> <u>BM8</u> <u>BM9</u> <u>BM10</u> <u>BM12</u>
5	Adapt complex information for audiences who are <b>not</b> familiar with the specialized terminology to meet broad objectives and facilitate co-operation and consensus.	100	<u>BM11</u> <u>BM13</u> <u>BM14</u> <u>BM16</u>
6	Defend positions and advance arguments to promote organizational or mutual business interests and influence approaches on sensitive issues.	140	<u>BM15</u> <u>BM17</u>
7	Persuade where there are significant challenges for acceptance to resolve strategic issues on highly complex, critical, contentious or high profile situations.	180	<u>BM18</u> <u>BM19</u>

## Specific guidelines

At **degree 1**, there is no particular need to understand specialized terminology to receive or relay the information.

At **degree 2**, communication involves conveying and exchanging information and includes practical explanations, examples and/or demonstrations. Communications can be within the work organizations, with other areas of the organization, or outside the department.

At **degree 3**, work requires elaboration or explanation of information using specialized terminology, to improve understanding of meaning, intent and nuance. This level of communication requires explaining work objectives or the validity of approaches used to other members of the same field.

At **degree 4**, communication involves conveying in a common language to non-specialist audiences, complex information, analysis, conclusions on interrelated studies or issues, and ensures understanding of their implications

At **degree 5**, work requires communication skills to adapt complex specialized information to gain the co-operation and agreement of others. Communication involves achieving consensus on approaches where objectives may be unclear.

At **degree 6**, work requires communication skills to defend the validity of approaches, analysis, conclusions, positions, and advance logical arguments.

At **degree 7**, work requires persuading audiences, who do not share the views presented, to accept a course of action.

## Element 4: Knowledge of Specialized Fields

## Skill

This element measures the required depth and breadth of knowledge of specialized fields, including concepts, theories, principles, methods, techniques and practices. Such knowledge can be acquired through formal education, experience, specialized or on-the-job training, self-education or a combination.

“Specialized field” includes economics, sociology, statistics, or other social sciences, and the conduct of surveys, studies and projects in the social sciences; the identification, description and organization of archival, library, museum and gallery materials; the editing of legislation or the provision of advice on legal problems in specific fields.

### Notes to raters

1. For the purpose of the EC Standard, “specialized field” encompasses those fields or disciplines normally associated with Social Sciences, Law, Statistics and Library/Archival, including gallery- and museum-type work.
2. Social Science in the EC Standard includes economics, political science, anthropology, sociology, history, psychology, geography, criminology and other disciplines associated with Social Science.
3. Each EC group job requires knowledge of specialized fields and knowledge of related subject matter and other contextual areas. Knowledge of Specialized Fields and Contextual Knowledge are measured independently.
4. In evaluating Knowledge of Specialized Fields, evaluators should consider the overall intent of the degree definition. Evaluators should consider ONLY the knowledge required to perform the work.
5. Each degree defines the level of knowledge required to perform the work and the depth of knowledge required in one or more relevant specialized fields (basic, general, in-depth, advanced, expert). These phrases serve to differentiate and are aligned with the balance of the degree text.

The following provides a definition of the degrees of knowledge of specialized fields.

The highest degree required of the work should be chosen.

Degree	Knowledge of Specialized Fields	Points	BM
1	Basic knowledge of aspects of specialized field(s) to accomplish defined activities by applying methods, techniques and established practices.	5	<u>BM1</u>
2	General knowledge of methods, techniques and practices of specialized field(s) <b>and</b> basic knowledge of theories and principles of a specialized field and the relevancy of their application.	15	<u>BM2</u> <u>BM3</u> <u>BM4</u>
3	In-depth knowledge of methods, techniques and practices <b>and</b> general knowledge of theories and principles of a specialized field.	35	<u>BM5</u> <u>BM6</u> <u>BM7</u>
4	Advanced knowledge of specialized methodologies of a specialized field with an understanding of their underlying concepts.  or  In-depth knowledge of theories and principles of a specialized field.	55	<u>BM8</u> <u>BM9</u> <u>BM10</u> <u>BM11</u> <u>BM12</u> <u>BM13</u> <u>BM14</u> <u>BM15</u>

Degree	Knowledge of Specialized Fields	Points	BM
5	Advanced knowledge of theories or principles of a number of specialized fields and their interrelationships.	80	BM16 BM17 BM18 BM19
6	Expert knowledge of the underlying theoretical concepts of a specialized field and of the complex interrelationships with other fields.	105	

## Specific guidelines

**Degree 1** requires a basic knowledge of the specialized field to follow established practices, use basic technical methodologies or understand basic principles. This knowledge is applied to standard situations.

**Degree 2** requires an increased knowledge of methods, techniques and practices of a specialized field **and** a sufficient basic knowledge of the application of theories and principles of a specialized field to have an understanding of the application of work assignments.

**Degree 3** requires an in-depth knowledge of methods, techniques and practices of a specialized field **and** general knowledge of the theories and principles within that field. This degree links in-depth knowledge of methods, techniques or practices to a general understanding of the theories and principles of a specialized field.

**Degree 4** requires advanced knowledge of specialized methodologies with an understanding of the underlying concepts of a specialized field, **or** an in-depth knowledge of the theories, concepts and principles of a specialized field.

**Degree 5** requires an advanced knowledge of a variety of complex theories and principles, including knowledge to assess interrelationships of specialized fields to address or explain various phenomena.

**Degree 6** recognizes an expert level of knowledge in a specialized field. Work requires an authoritative level of knowledge that allows for recognition as the departmental/governmental expert. Such expertise requires knowledge of complex underlying concepts and theories that constitute specialized field situations and applications. The depth of knowledge of the primary field and the breadth of knowledge of secondary fields increase significantly.

## Element 5: Contextual Knowledge

## Skill

This element measures the required depth and breadth of contextual knowledge, including, but not limited to, subject matter, communities, organizations, networks, external environments, policies, legislation, regulations, or management. Such knowledge can be acquired through any combination of formal education, experience, specialized or on-the-job training or self-education.

### Notes to raters

1. Contextual knowledge refers to knowledge of subject matter, rules, procedures, guidelines, regulations, policies, legislation, administrative requirements, roles and mandates of the organization and of other organizations involved or impacted by the work or results, client organizations for which work is performed, and other levels of government and non-governmental organizations.
2. Each EC Group job requires knowledge of a related subject matter area and other contextual areas. "Contextual Knowledge" is measured independently from "Knowledge of Specialized Fields."
3. The knowledge of **subject matter** required will be dictated by the nature of the work.
  - For example, finance, medicine, transportation, land claims and agriculture are each considered as a subject matter area.
  - The specialized field for one type of work may be the subject matter area for another. For example, the subject matter area can be economics, history, law, archives, etc. when they are the subject of statistical analysis.

The following provides a definition of the degrees of contextual knowledge. The highest degree required of the work should be chosen. If an exact measure of the highest degree cannot be made with one of the following degrees, a "best fit" determination should be made.

Degree	Knowledge of subject matter, communities, organizations, networks, external environments, policies, legislation, regulations, management principles, etc.	Points	BM
1	Basic knowledge of specific subject matter area(s) and of clients and/or other contacts, in defined and practical work situations.  Awareness of aspects of work-related legislation/policy.	5	N/A
2	General knowledge of specific subject matter area(s) and clients and/or other contacts.  Knowledge of aspects of work-related legislation/policy.	20	<u>BM1</u> <u>BM2</u> <u>BM3</u> <u>BM4</u> <u>BM7</u>
3	General knowledge of broad subject matter area(s) and clients and/or other contacts.  Knowledge of departmental business lines.  Knowledge of legislation/policy related to the mandate and objectives of the department.	40	<u>BM5</u> <u>BM6</u> <u>BM8</u>
4	In-depth knowledge of subject matter area(s).  Knowledge of subject matter area interrelationships.  Knowledge of related business lines of other departments and private sectors.  Knowledge of legislation/policy related to other departments and private sectors.	60	<u>BM9</u> <u>BM10</u> <u>BM11</u> <u>BM12</u> <u>BM14</u> <u>BM15</u>

Degree	Knowledge of subject matter, communities, organizations, networks, external environments, policies, legislation, regulations, management principles, etc.	Points	BM
5	<p>Advanced knowledge of subject matter area(s).</p> <p>Knowledge of the implications for other subject matter areas and interrelationships across multiple programs, issues, other levels of government, and/or other external sectors.</p> <p>Knowledge of legislation/policy governing current activities, and their interrelationships and linkages across other departments.</p>	80	<u>BM13</u> <u>BM16</u> <u>BM17</u>
6	<p>Extensive knowledge of subject matter area(s).</p> <p>Knowledge of the domestic or international environments at the strategic level and of the socio-economic, political, cultural and other external sectors involving one or more related subject area matters.</p> <p>Knowledge of government plans, priorities and directions.</p> <p>Knowledge of legislation, policies and programs related to varied and complex business contexts.</p>	105	<u>BM18</u> <u>BM19</u>

## Specific guidelines

**Degree 1** requires only knowledge regarding the subject matter and context within which specific activities are carried out. The knowledge is not heavily experience-based. There is some requirement to understand straightforward needs of clients and an overall appreciation of the organizational context in which the work is performed. Most work assignments are governed by well-understood practices and guidelines.

**Degree 2** requires greater contextual knowledge to understand client requirements and ensure that choices of options meet client needs. The work requires some knowledge of various work-related legislation and/or policies as they impact the service provided to clients.

**Degree 3** requires a general understanding of broader subject matter area(s), client and other contact needs, departmental objectives, policies and legislation.

**Degree 4** requires an in-depth knowledge of the subject matter area and of interrelationships to various other subject matter areas that may be impacted by work outcomes (i.e., policies and interests within the department and other departments and agencies.). The work requires knowledge of business lines and legislation/policies related to other departments and the private sector.

**Degree 5** requires an advanced knowledge of legislation, policies, current issues and activities in other jurisdictions. This requires both breadth and depth of the subject matter involving multiple interrelationships with other programs, clients, and stakeholders to understand linkages between different subject matters and impact on the issues.

**Degree 6** requires knowledge of subject matter at the strategic expert level and a sound understanding of the external environment. The external environment is domestic and international, and includes the socio-economic and political issues governing them. There is a requirement to have a thorough knowledge of government plans, priorities and programs within this context and horizontal understanding of departmental operational and business processes.

## Element 6: Research and Analysis

## Skill

This element measures the requirement to research and analyze both qualitative and quantitative information in EC work.

### Notes to raters

1. Information is both oral and written and can refer to a wide variety of files and documents, including data, policies, procedures, legislation, project specifications, client documents, legal documentation, databanks and any other information sources required to fulfill the job responsibilities.
2. This element is structured so that each degree measures the nature and complexity of the research and analytical skill and concentration required at that work level.
3. The emphasis of degrees 4 through 6 is on complex research and analysis involving conceptual frameworks. A **conceptual framework** explains, either graphically or in narrative form (or both), the key factors, constructs or variables to be studied and the presumed relationships among them.

The following is a definition of each of the six degrees of research and analysis. The highest degree required of the work should be chosen. If an exact measure cannot be made with one of the following degrees, a "best fit" determination should be made.

Degree	Research and Analysis	Points	BM
1	<p>Conduct information searches, organize, review and process information and perform directed, routine analysis.</p> <p>Ensure the accuracy and completeness of the information.</p>	5	<u>BM1</u>
2	<p>Determine and select information relevant to a particular area of study, compile and verify information and perform directed, non-routine analyses.</p> <p>Ensure consistency, coherence and information integrity.</p>	30	<u>BM2</u> <u>BM3</u> <u>BM4</u> <u>BM5</u>
3	<p>Study a range of information and identify and interpret trends and patterns, determine gaps in research and develop comprehensive background material for further analysis;</p> <p><b>or</b></p> <p>Assess a range of information and evaluate and compare current approaches and practices for the gathering, dissemination or analysis of information. Identify possible modifications or alternative approaches when current methodology is inadequate.</p>	75	<u>BM6</u> <u>BM7</u> <u>BM8</u>
4	<p>Synthesize and interpret complex information from diverse sources and identify the conceptual frameworks related to the area of study.</p> <p>Account for subtle interrelationships among variables <b>or</b> determine the need for new analytical methodologies, systems or approaches.</p>	120	<u>BM9</u> <u>BM10</u> <u>BM11</u> <u>BM12</u> <u>BM13</u> <u>BM14</u> <u>BM15</u>
5	<p>Investigate and challenge existing conceptual frameworks.</p> <p>Examine multiple variables from distinct sources within a subject matter area and reach conclusions and/or generate solutions.</p>	165	<u>BM16</u> <u>BM17</u> <u>BM19</u>
6	<p>Integrate distinct broad-based qualitative or quantitative analyses.</p> <p>Create/adapt conceptual frameworks for the development, application, interpretation, and evaluation of studies, methodologies, strategies and policies.</p>	210	<u>BM18</u>

## Specific guidelines

At **degree 1**, directed, routine analysis may involve such activities as determining deficiencies in the coverage and scope of gathered information or existing series. The information gathered comes from reliable and accurate sources previously associated with the area of study. The research and analytical methods applied are limited in variety and complexity.

At **degree 2**, directed, non-routine analysis may involve such activities as identifying unusual or irregular data; conducting a preliminary data quality check; assessing information suitability; and identifying variations in the information. Information sources are related to the area of study and can include, for example, numerical data, descriptive text, policy, legislation and historical information. Work requires selecting from a variety of established and specialized methods, techniques and procedures associated with gathering and arranging information.

At **degree 3**, research and analysis involve a significant level of information scrutiny. Conclusions are drawn based on studying or assessing a range of information and applying a broad range of research and analytical methodologies. The relation of the information to the area in question is not obvious and the sources of information are generally unprescribed.

**The emphasis of degrees 4 through 6 is on complex research and analysis involving conceptual frameworks.**

**Degree 4** identifies the components existing within conceptual frameworks, analyzes the relationships between components and understands the framework concepts. Conceptual frameworks are generally more complex to research and analyze. Synthesizing and interpreting complex information is complicated because the relationships on which conclusions are reached are not obvious. Information must be linked to a conceptual framework, and generally requires the use of diverse sources.

**Degree 5** involves investigating and challenging the effectiveness, efficiency, and reliability of established structures, processes, etc. to reach conclusions and/or generate solutions or new information. The consideration of multiple aspects of a subject matter area determines the complexity.

**Degree 6** adapts existing theory to new and unusual situations. The relationships between diverse conceptual analyses are complex and difficult to define. Analysis often has government-wide or national implications on programs and policies and may involve creating complex modelling. Strategies may include studies in such specialized fields as epidemiology, sociology and economics, etc. to support activities such as program and policy development, or government negotiation strategies.

**Element 7: Physical Effort****Effort**

This element measures the intensity of physical effort and how regularly this effort is required to perform EC work. Only those activities that occur for a significant period of time are considered.

**Notes to raters**

- This element measures physical exertion in performing EC work and considers the intensity, duration and frequency of physical effort.**
- “Regular requirement of work” means that the duties are performed as an integral part of the work regardless of specific time periods. Physical effort associated with regular office work is measured at degree 1.

The following examples give an indication of the intensity and frequency. Work of equivalent intensity should be rated at that degree.

Degree	Physical Effort	Points	BM
1	<b>Regularly</b> keyboarding or performing other activities requiring small muscle movement.	3	<u>BM1</u> <u>BM2</u> <u>BM5</u> <u>BM6</u> <u>BM7</u> <u>BM9</u> <u>BM10</u> <u>BM11</u> <u>BM12</u> <u>BM13</u> <u>BM14</u> <u>BM16</u> <u>BM17</u> <u>BM18</u>
2	<b>Occasionally</b> standing, walking, bending, reaching or lifting or moving items up to 10 kg.	4	<u>BM3</u> <u>BM8</u> <u>BM15</u> <u>BM19</u>
3	<b>Regularly</b> standing, walking, bending, reaching or lifting or moving items up to 10 kg.	6	N/A
4	<b>Occasionally</b> carrying, lifting or moving items over 10 kg.	10	<u>BM4</u>
5	<b>Regularly</b> carrying, lifting or moving items over 10 kg.	15	N/A

**Specific guidelines**

**Degree 1** recognizes the physical exertion required to sit while performing activities requiring small muscle movements such as keyboarding, sitting at a desk while using a computer and telephone and/or using a pen and notepad in meetings. It includes some reaching and bending to obtain reference material or adjust equipment; moving from one location to another (i.e., going from an office to a meeting room).

**Degree 2** recognizes the effort required to perform work for a significant duration or with significant frequency while standing, walking, bending or reaching. Standing and walking includes only the equivalent of such work activities as carrying out a physical inspection at a large site. Bending and reaching only includes such activities as assembling an exhibit on a table requiring standing, bending and moving light objects about. Activities with greater intensity such as climbing a small ladder to obtain light objects or restrained movement in confined spaces would also be considered.

**Degree 3** recognizes the effort required to perform work for a significant duration or with significant frequency while standing, walking, bending or reaching regularly or continuously. The intensity is the same as degree 2, but the work is a regular or continuous requirement. Examples include carrying out a physical inspection at a large site on a frequent or regular basis; assembling an exhibit on a table requiring standing, bending and moving light objects frequently or regularly; climbing a small ladder to obtain light objects frequently or regularly; and restrained movement in confined spaces.

**Degree 4** recognizes the effort required to perform work while occasionally lifting, carrying or moving items over 10 kg. Work includes such activities as assembling an exhibit on a table requiring standing, bending and moving heavy (over 10 kg) objects. Carrying lighter objects such as books or artefacts up and down ladders would also rate at this degree even though the objects weigh less than 10 kg.

**Degree 5** recognizes the effort required to perform work while lifting, carrying or moving items over 10 kg regularly or continuously. Such activities include assembling an exhibit on a table requiring standing, bending and moving heavy (over 10 kg) objects on a regular basis; carrying lighter objects such as books or artefacts up and down ladders regularly even if the objects weigh less than 10 kg.

**Element 8: Sensory Effort****Effort**

This element measures the intensity, duration and frequency of the sensory effort associated with the exclusive use of one or more senses (hearing, feeling, seeing, smelling, tasting) in performing EC work and how regularly this effort is required. Only those activities that occur for a significant period of time are considered.

**Notes to raters**

1. "Regular requirement of work" means that the duties are performed as an integral part of the work regardless of specific time periods.
2. Sensory effort associated with regular office work is measured at degree 1.

The following examples give an indication of the intensity and frequency. Work of equivalent intensity should be rated at that degree.

Degree	Sensory Effort	Points	BM
1	<b>Occasionally</b> using senses to detect easily perceived differences (e.g., detecting physical differences between documents, data or things).	2	<u>BM1</u> <u>BM2</u> <u>BM3</u> <u>BM5</u> <u>BM6</u> <u>BM7</u> <u>BM8</u> <u>BM9</u> <u>BM10</u> <u>BM12</u> <u>BM13</u> <u>BM14</u> <u>BM15</u> <u>BM16</u> <u>BM17</u> <u>BM18</u> <u>BM19</u>
2	<b>Regularly</b> using senses to detect easily perceived differences (e.g., detecting physical differences between documents, data or things).	3	<u>BM4</u> <u>BM11</u>
3	<b>Occasionally</b> using senses to make fine distinctions or detect barely perceptible variations (e.g., detecting defects, deterioration, musical instruments).	5	N/A
4	<b>Regularly</b> using senses to make fine distinctions or detect barely perceptible variations (e.g., detecting defects, deterioration, musical instruments).	10	N/A

**Specific guidelines**

**Degree 1** recognizes that the important aspect of the work is to occasionally detect easily perceived differences or variations without concern about their meaning. At degree 1, there does not need to be a direct link to the key activities.

**Degree 2** recognizes that the important aspect of the work is to regularly detect easily perceived differences or variations without concern about their meaning. There must be a direct link to the key activities.

**Degree 3** recognizes that a significant part of the work is to occasionally detect barely perceptible differences or variations without concern about their meaning. The need to focus the senses rather than understand the subject matter must be a bona fide requirement of the work. There must be a direct link to the key activities.

**Degree 4** recognizes that a significant part of the work is to regularly detect barely perceptible differences or variations without concern about their meaning. The need to focus the senses rather than understand the subject matter must be a bona fide requirement of the work and there must be a direct link to the key activities.

**Element 9: Working Conditions****Working Conditions**

This element measures the physical and psychological surroundings or conditions under which EC work must be delivered and the extent to which they make the job unpleasant.

**Notes to raters**

1. When rating, assume that working conditions comply with current legislation and standards. Conditions or requirements of the work, such as overtime, that are compensated through extra pay are not measured in this element. Do not consider the inefficiencies of heating, cooling and ventilation systems. Measure only those conditions that are an integral part of the work.
2. The examples of psychological and physical conditions found in this element are intended only as illustrations. For example, unpleasant work may include exposure to dust, dirt, noxious odours and loud noises.
3. The terms "Somewhat Unpleasant, Unpleasant and Very Unpleasant" demonstrate the continuum and degree of unpleasantness. The degree of unpleasantness and regularity of exposure determine the rating.

Below are illustrative lists of the psychological and physical conditions, which may be found in the work environment and serve as a guide in rating the highest degree of exposure.

<b>Somewhat Unpleasant</b>	<b>Unpleasant</b>	<b>Very Unpleasant</b>
Intra-regional travel	Long-distance travel with possible jet lag	Long-distance travel with layovers and/or lengthy periods in hotel
Travel between buildings in same city	Travel to remote communities	Travel to remote communities during sustained inclement conditions
Monotony and repetition	Unrelenting monotony and repetition	N/A
Complaints / public criticism	Constant complaints / public criticism	N/A
Changing deadlines / time pressures	Constantly changing deadlines / time pressures	N/A
Lack of privacy	N/A	N/A
Exposure to office noise	N/A	N/A
Exposure to glare from computer screen	N/A	N/A
N/A	Working in confined spaces	N/A
N/A	Interactions with angry, confrontational, or uncooperative individuals	Interactions with abusive individuals
N/A	Exposure to smelly odours or fumes	Exposure to noxious odours or fumes
N/A	Exposure to dirt and dust	Exposure to filth and fungus
N/A	N/A	Separation from family for lengthy periods
N/A	N/A	Potential threat to personal security
N/A	N/A	Potential exposure to serious infectious diseases
N/A	N/A	Exposure to disturbing images or issues

## Rate the highest degree of exposure

Degree	Working Conditions	Points	BM
1	Exposure to <b>somewhat unpleasant</b> conditions.	5	<a href="#">BM1</a> <a href="#">BM2</a> <a href="#">BM5</a> <a href="#">BM6</a> <a href="#">BM7</a> <a href="#">BM9</a> <a href="#">BM10</a> <a href="#">BM13</a>
2	<b>Regular</b> exposure to <b>somewhat unpleasant</b> conditions <b>and</b> <b>Some</b> exposure to <b>unpleasant</b> or <b>very unpleasant</b> conditions.	8	<a href="#">BM3</a> <a href="#">BM4</a> <a href="#">BM8</a> <a href="#">BM12</a> <a href="#">BM14</a> <a href="#">BM15</a> <a href="#">BM16</a> <a href="#">BM17</a> <a href="#">BM18</a>
3	<b>Regular</b> exposure to <b>unpleasant</b> conditions.	12	<a href="#">BM11</a> <a href="#">BM19</a>
4	<b>Regular</b> exposure to <b>unpleasant</b> conditions <b>and</b> <b>Some</b> exposure to <b>very unpleasant</b> conditions.	17	N/A
5	<b>Regular</b> exposure to <b>very unpleasant</b> conditions.	25	N/A

## Specific guidelines

**Degree 1** recognizes that the work will be exposed to "Somewhat Unpleasant" conditions at least some of the time.

**Degree 2** recognizes that some work will be exposed to "Somewhat Unpleasant" conditions and sometimes be exposed to bona fide "Unpleasant" or "Very Unpleasant" conditions.

**Degree 3** recognizes that some work will be exposed to "Unpleasant" conditions most of the time.

**Degree 4** recognizes that some work will be regularly exposed to "Unpleasant" conditions and sometimes exposed to bona fide "Very Unpleasant" conditions.

**Degree 5** recognizes that some work will be exposed to "Unpleasant" conditions on a more regular basis.

# Benchmark 1: Data Production Recruit

**Point Rating:** 1/5, 1/5, 2/25, 1/5, 2/20, 1/5, 1/3, 1/2, 1/5 (**Total: 75 pts**)

**Level:** EC-01

## Organization Context and Summary

Under the guidance of a development officer, unit Head or project lead, provides statistical information, products and services related to commercial, industrial, financial, social and economic conditions of Canada. This information is used by program managers, subject matter specialists and other data users in the decision-making process in support of public policies and programs development and evaluation.

## Duties

- Provides support in the editing, validation, marketing and dissemination of data and in the conduct of manual and automated operations.
- Provides support in the review of collection results and the assessment of data quality.
- Provides users with statistical data and tabulations.
- Contributes to the provision of advice on collection methods and procedures and in developing reference and training materials.

### Decision Making (Responsibility)

**Degree: 1 Points: 5**

Under guidance, the work requires assessing the capabilities of data systems to meet user requests, maintains and updates a statistical database, manipulates and processes data to generate tables, charts and data files. Creates test data, sets up testing processes, identifies and corrects errors and problems, documents the inputs and presents the results for review. Applies existing techniques and approaches to incorporate changes in subject matter content and definitions and selects the appropriate software to be used for the preparation of reports, tables and charts. Reviews specifications, identifies inconsistencies, recommends improvements and incorporates changes into procedures manuals. Provides support in the development and review of information manuals and training packages. Identifies options for improvements to processing systems and implements enhancements or modifications to systems and applications used in the editing, validation, marketing and dissemination of statistical data.

### Leadership and Operational Management (Responsibility)

**Degree: 1 Points: 5**

The work requires participation in project teams, work groups, meetings and conferences to develop and improve work methods and practices, and share knowledge. Monitors and tracks time spent on activities for the purposes of recording and recovering such costs from the client.

### Communication (Skill)

**Degree: 2 Points: 25**

Contacts are with subject matter specialists and clients on requirements for custom tabulations and with survey officers, respondents and data users to understand and obtain clarifications on concepts, data collection and processing requirements. The work requires drafting reports on survey process, data quality and reliability for review by a project leader or supervisor and drafting reference and training material for data collection operations. There is a requirement to explain procedures for obtaining the information in the appropriate format and to respond to inquiries from managers, employees and the general public on the availability, consistency and application of statistical data and on the methods and techniques used.

### Knowledge of Specialized Fields (Skill)

**Degree: 1 Points: 5**

The work requires knowledge of methods, techniques and practices required for the collection, capture, processing, editing, validation, marketing and dissemination of data; statistical survey concepts and quantitative analytical techniques involved in the development, conduct and monitoring of statistical programs. Knowledge of methods and practices of

operating personal computers in a networked environment and of using databases and software packages (word processing, statistical analysis, graphics, spreadsheets, etc.) to prepare correspondence, reports and presentations.

#### **Contextual Knowledge (Skill)**

**Degree: 2 Points: 20**

The work requires knowledge of divisional mandates, objectives, programs, policies and activities to adhere to the various statistical and administrative practices and procedures involved in the collection, capture, processing, editing, validation, marketing and dissemination of statistical data. Knowledge is required of program context, program sponsors and participants to identify and resolve specific data production and dissemination issues. The work requires knowledge of a variety of commercial software tools and of customized production applications to regularly process data and/or to produce specified statistical outputs. Knowledge of automated collection software and data capture applications to test applications and prepare reference material and training for the applications. Knowledge of data sources and contacts within the department in order to locate, analyze and compare statistical output to ensure consistency and reliability; and external to the department to obtain statistical information and verify the accuracy of data. Knowledge of the Statistics Act and other pertinent acts and departmental policies to ensure understanding and application in the collection, capture, processing, editing, validation, marketing and dissemination of data, and an awareness of the Privacy Act with respect to the security and confidentiality of data to ensure own actions are in compliance.

#### **Research and Analysis (Skill)**

**Degree: 1 Points: 5**

The work requires skill to conduct reviews of reported data and prepare reports outlining data quality and any problems encountered in the implementation of established guidelines and results. The work requires skill for compiling data from different, but easily identifiable, sources to produce statistical tables and charts; verifying outputs with other related data sources or by making calculations to ensure accuracy and reliability of the data; and ensuring that it is in an acceptable format and that the data are reasonable in relation to similar data for other periods. The work requires skill to review user requests to determine the nature and feasibility of and options for providing the information required. It also requires analysis skill to adapt data to new definitions or presentation formats.

#### **Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires frequent and extended periods of sitting at a workstation while keyboarding, proofreading, telephoning, reviewing data, or writing text. There are periods of physical exertion, such as bending and stretching, to retrieve, organize and distribute publications, printouts, documents or files. There may be a requirement to carry equipment, presentation material and document cases to meetings.

#### **Sensory Effort (Effort)**

**Degree: 1 Points: 2**

There is an occasional requirement for sensory observation when comparing old and new versions of data.

#### **Working Conditions (Working Conditions)**

**Degree: 1 Points: 5**

The work is performed in an open office environment with exposure to glare from a computer screen, noise from conversations, telephones, traffic and equipment in the immediate area.

## Benchmark 2: Economist/Sociologist

**Point Rating:** 2/15, 1/5, 2/25, 2/15, 2/20, 2/30, 1/3, 1/2, 1/5, 1/5 (**Total: 120 pts**)

**Level:** EC- 02

### Organization Context and Summary

Under the guidance of a unit head (subject matter expert) or a senior economist/sociologist, participates in the provision of statistical services and analysis for the assigned project on data which may include commercial, industrial, financial, social and economic conditions of Canada. The information is provided to departmental staff, employees at all levels of government, industry, academia, and other special interest groups as part of the decision-making process in support of public policies and programs development and evaluation.

### Duties

- Participates in the analysis of statistical program data, the identification of statistical trends and developments and the preparation of analytical material for internal use and publication purposes.
- Participates in the analysis of data and suggests possible feedback on collection, processing, editing, compilation and presentation methods and procedures.
- Assists in the development of recommendations for improvements to survey methods and activities.

### Decision Making (Responsibility)

**Degree: 2 Points: 15**

Under guidance, the work requires providing input into the modification, development and implementation of statistical methods and procedures for the collection, processing, editing, compilation and presentation of data for the assigned project. It also requires participating in the preparation of recommendations to management when subject matter and technical problems are encountered. There is a requirement to formulate specifications for system development to incorporate changes in subject matter content and definitions. There is limited risk associated with these decisions and recommendations.

### Leadership and Operational Management (Responsibility)

**Degree: 1 Points: 5**

The work requires participation in project teams, work groups, meetings and conferences to develop and improve work methods and practices and share knowledge. As the service operates on a cost recovery basis, the work requires monitoring and tracking time spent on activities and accounting for petty cash, taxi vouchers, bus passes, and other expenditures.

### Communication (Skill)

**Degree: 2 Points: 25**

The work requires establishing contacts with other subject matter specialists and users to exchange information to suggest improvements to ongoing programs and to provide input into established project plans, priorities and target dates. The work requires drafting information manuals, training packages, monitoring procedures, and management reports in order to explain and clarify divisional systems and applications for colleagues, operational staff and management.

### Knowledge of Specialized Fields (Skill)

**Degree: 2 Points: 15**

The work requires the knowledge of statistical methods, techniques and practices to participate in statistical studies and contribute to the development, feasibility assessment and impact analysis of new or modified statistical programs. The work requires knowledge of socio-economic concepts and principles to assess the validity of collected and processed data, the output from computer applications, the validity of database contents and results from alternative manipulations of data. The work requires knowledge of current and emerging economic and social issues relating to the program area in order to identify and assess trends and issues represented by statistical data series.

**Contextual Knowledge (Skill)****Degree: 2 Points: 20**

The work requires knowledge of divisional mandate, objectives and programs, and awareness of related legislation in order to adhere to the various statistical and administrative practices and procedures involved in the collection and production of statistical data. Knowledge of acts related to the department or subject matter is required to ensure understanding and application in the collection, processing, editing, compilation and presentation of data. Knowledge of the Privacy Act, as it pertains to the security and confidentiality of data, is required to ensure own actions are in compliance. The work requires knowledge of data sources within the department to locate, analyze and compare related statistical output to ensure consistency and reliability. Knowledge of the subject and statistical population of the survey is required to adhere to the appropriate statistical or reporting methods and techniques.

**Research and Analysis (Skill)****Degree: 2 Points: 30**

The work requires analysis of current and proposed changes to procedures, methodology, data processing, editing and compilation to determine relevancy and the effect on data output, products and services, and assessing and determining the impact and the constraints on results of the different concepts, definitions and conditions under which the data was collected, processed and stored.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires frequent and extended periods of sitting at a workstation while keyboarding, proofreading, telephoning, reviewing data, or writing text. There could be periods of physical exertion, such as bending and stretching to retrieve, organize and distribute publications, printouts, documents or files. There may be a requirement to carry equipment, presentation material and document cases to meetings.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

There is an occasional requirement for sensory observation when comparing old and new versions of data.

**Working Conditions (Working Conditions)****Degree: 1 Points: 5**

The work is performed in an open office environment with exposure to glare from a computer screen, noise from conversations, telephones, traffic and equipment in the immediate area. Work is performed while facing changing deadlines resulting in stress.

## Benchmark 3: Junior Paralegal

**Point Rating:** 2/15, 1/5, 2/25, 2/15, 2/20, 2/30, 2/4, 1/2, 2/8 (**Total: 124 pts**)

**Level:** EC- 02

### Organization Context and Summary

Reporting to senior paralegals or legal counsel or manager in the host department, within a case/file/project team, provides paralegal services (advisory or litigation) for counsel and/or more senior paralegals. Under general guidance, provides legal technical support services (advisory or litigation) to counsel, and/or more senior paralegals, in low-complexity cases/files/projects, with autonomy to manage assigned activities of low-complexity cases/files/projects.

### Duties

- Conducts narrow legal research and basis analysis on legal issues where precedents are abundant. Prepares summaries.
- Organizes sensitive and/or confidential documents, information and data under general guidance of counsel and/or senior paralegals.
- Conducts activities of low complexity within cases/files/projects; as being responsible for own case/file/project, under general guidance administers routine low-complexity cases/files/projects where precedents are available. Represents client(s) in legal systems (e.g., small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals) and/or assists counsel with the conduct of legal proceedings in legal systems.
- Acts as a resource for information on various legal procedures and processes.
- Maintains and updates legal and administrative databases, as well as management information systems.

### Decision Making (Responsibility)

**Degree: 2 Points: 15**

The work involves providing legal support on low-complexity cases/files/projects, which requires organizing and processing cases/files/projects often under time restraints. This may include drafting legal documents, receiving witness testimony, analyzing or assessing claims, reviewing legislation or collection of fines, drafting settlement agreements and liaising between parties. Cases/files/projects are routine and precedents are available; however, the work has latitude to modify and adapt approaches. The work involves conducting research and analysis for counsel or senior paralegals. Impact risks are case-specific and minor. Performing routine legal support activities may have an impact on costs associated with the case or file and time commitments of client(s), counsel, legal service providers or investigative agencies.

### Leadership and Operational Management (Responsibility)

**Degree: 1 Points: 5**

The work requires participating as a member on a case/file/project team, acting as a resource of information for colleagues on specialized legal software applications; educating client department(s), investigative agencies and legal service providers; maintaining custody and regular upkeep of personal computer or laptop-associated peripherals, databases, large volume of documents, office furniture, equipment and materials used to perform own work.

### Communication (Skill)

**Degree: 2 Points: 25**

The work requires making contacts with departmental colleagues, client departments, police, law enforcement agencies, witnesses, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities, and the public to clarify a variety of issues, exchange specialized information and/or provide advice. Writing skill is required to prepare legal research summaries and draft legal documents.

**Knowledge of Specialized Fields (Skill)****Degree: 2 Points: 15**

The work requires an understanding of legal theories and principles. The work also requires an understanding of legal methods and techniques in specialized practice areas and the related legal terminology.

**Contextual Knowledge (Skill)****Degree: 2 Points: 20**

The work requires organizational skills to organize, track and maintain documents, information and data for counsel or senior paralegals and an understanding of the Canadian legal system and an awareness of civil or criminal rules and procedures applying to a particular area of work. The work requires an understanding of the mandate of the department or client departments, and understanding of the application of the law related to the case, file or project. The work requires basic skill to prepare synthesis of legislation, jurisprudence, technical, academic and other reports from experts. The work requires knowledge of a variety of specialized legal software applications and a variety of administrative software applications to manage information and documentation related to cases, files and projects. It also requires an understanding of project management principles and techniques to lead, plan and coordinate activities in cases/files/projects.

**Research and Analysis (Skill)****Degree: 2 Points: 30**

The work requires skill to conduct research to locate applicable element(s) of legislation, jurisprudence and policy documents. The work requires analysis skills to identify data or information relating to the query and to summarize information and to prepare reports. Precedents are used as guides when conducting research and analysis. Preparation of reports or summaries requires synthesizing information. The research criterion is normally given in general terms by the counsel or senior paralegal. Often cases, files, projects or queries related to one known single area of law with no subdivision. Should subdivisions exist, counsel or senior paralegal will provide additional instructions to direct research and analysis. The work requires skill when organizing information and files, determining the best course of action and entering data in database. Case/file/project administration requires simple adjustments because of similarity from one case/file/project to another.

**Physical Effort (Effort)****Degree: 2 Points: 4**

The work requires physical effort when sitting for long periods of time attending meetings and when working in the office. This is a frequent requirement of the work and time spent may vary from one to eight hours per day. Work also requires occasional bending and stretching to move boxes of documents (up to 10 kg), to retrieve files and documents and when organizing case/file project materials.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

The work requires occasionally visually scanning documents and data to detect easily perceived differences in words.

**Working Conditions (Working Conditions)****Degree: 2 Points: 8**

The work is usually performed in an open office concept, and at times is confined within libraries, boardrooms and courtrooms where there is exposure to either noise and poor air quality, or both. Most of the time, work is routine and repetitive and there is a lack of control over pace of work. Multiple demands, numerous interruptions and conflicting work priorities are the norm. Occasionally the work involves dealing with emotional, angry, confrontational or uncooperative parties.

## Benchmark 4: Cataloguing Technician

**Point Rating:** 2/15, 1/5, 2/25, 2/15, 2/20, 2/30, 4/10, 2/3, 2/8 (**Total: 131 pts**)

**Level:** EC-02

### Organization Context and Summary

Under general guidance of a librarian or team leader, provides online descriptions and public access points to Canada's published heritage collection. Extracts and analyzes information to classify and catalogue a range of publications in different fields and various languages. Provides support on the integrated library system to government and non-government clients.

### Duties

- Analyzes, classifies and describes Canada's published materials for public access.
- Creates or reviews standardized descriptions and authority records for distribution to and use in Canadian and foreign libraries and databases.
- Classifies Canadian publications in international classification systems for public access.
- Communicates with Canadian publishers to obtain or provide information.

### Decision Making (Responsibility)

**Degree: 2 Points: 15**

The work requires decisions regarding the interpretation and application of international and national cataloguing standards, policies and practices in creating bibliographic and authority records. There is latitude to make modifications to bibliographic methods and different approaches that may be required to best describe and classify the material to be published in the national bibliography, which is the authoritative source of information on Canadian publications consulted by scholars, researchers and the general public worldwide. Accuracy of the description has a direct impact on the integrity and reliability of the information contained in the catalogue and on the accessibility of published material in the collection.

### Leadership and Operational Management (Responsibility)

**Degree: 1 Points: 5**

The work requires assisting new staff members by explaining the work and processes and by reviewing their work to ensure accuracy. There is a requirement to participate in working groups looking at process improvements.

### Communication (Skill)

**Degree: 2 Points: 25**

The work requires communication with colleagues to exchange information, explain and discuss specialized cataloguing policies, procedures and techniques defined by national and international standards. Communication with publishers and authors requires judgment and tact in obtaining the information necessary to create an accurate authority record. Writing and editing skills are required to compose succinct and clear authority and bibliographic records that identify and describe published heritage materials to facilitate access by the public and staff.

### Knowledge of Specialized Fields (Skill)

**Degree: 2 Points: 15**

The work requires knowledge of theories and principles of cataloguing and classification, including methods, techniques and practices to describe, organize and research bibliographic materials and propose improvements to work processes, and knowledge of cataloguing standards to catalogue selected publications according to internationally accepted standards and practices to ensure collocation of related materials in large databases and the provision of access to Canada's published heritage holdings.

**Contextual Knowledge (Skill)****Degree: 2 Points: 20**

The work requires knowledge of publishing practices in Canada, including the various forms of trade and government publishing to research and organize bibliographic materials, and knowledge of International Standard Serial Numbers (ISSN) program policies and procedures to assign such numbers to Canadian serials for registration in the international database. Knowledge of content and organization of departmental collections is required to appropriately describe the material and ensure it can easily be retrieved. Knowledge of departmental and national bibliographic products is required to ensure appropriate selection and coding of material to be processed. Knowledge of legislation and policy related to the program mandate and objectives of the department, such as legal deposit, is also required.

**Research and Analysis (Skill)****Degree: 2 Points: 30**

The work requires performing specialized research to determine the accurate description and the correct standardization form of access points. Research through reference sources or contacts with publishers and authors is required to determine authoritative forms of names for persons and corporate bodies. The work requires analysis of content and nature of a publication to determine the correct choice and form of entry, the appropriate access points and descriptive information according to international standards to facilitate access to items in the national bibliographic database and collection.

**Physical Effort (Effort)****Degree: 4 Points: 10**

The work mainly requires sitting for long period of times at a computer to search, manipulate and code data. There is an occasional requirement to lift, carry and move heavy objects, collection materials and/or boxes over 10 kg.

**Sensory Effort (Effort)****Degree: 2 Points: 3**

The work regularly requires using visual and auditory senses to obtain bibliographic data from digital and print publications to detect physical differences between publications, to detect damage and to identify the bibliographic data and subject content of publications that are not eye-readable form (i.e., video or sound recordings on DVD and CD).

**Working Conditions (Working Conditions)****Degree: 2 Points: 8**

The work is performed in an open office environment with little privacy. There is continuous pressure to adapt to changing or conflicting work priorities, to meet turnaround times for cataloguing new publications while coping with large volumes of incoming materials and little control over the usability of working tools. Manipulation of old books, manuscripts or artifacts can result in occasional exposure to dust and mould.

## Benchmark 5: Senior Research Assistant

**Point Rating:** 3/35, 2/20, 3/50, 3/35, 3/40, 2/30, 1/3, 1/2, 1/5      **(Total: 220pts)**

**Level:** EC-03

### Organization Context and Summary

Reporting directly to an economist, within a team responsible for socio-economic analysis supporting the work of regional economists, researchers and consultants of the various regional business lines and offices. The work involves the research, development, processing, organization and analysis of statistical data and socio-economic and demographic information to support the development and analysis of service delivery and the creation of knowledge and information products on the labour market.

### Duties

- Plans and organizes the collection of data and information on the economy, the labour market and target clients, as well as administrative data related to regional economists and researchers' work programs and the needs of the various business lines.
- Manages the acquisition and processing of data from various sources and resolves problems related to data and statistics production service; creates or modifies related methods, techniques, processes and procedures.
- Validates and controls the quality and integrity of collected data and information in computerized databases.
- Designs, produces and ensures the maintenance of database structures and creates computerized tools that facilitates user access to databases and uses report production applications to prepare input to reports and presentations.
- Provides functional guidance, advice and training to users and responds to requests for improved tools and information related to statistical data collection techniques.

### Decision Making (Responsibility)

**Degree: 3      Points: 35**

The work requires identifying statistical data needs of regional economists, researchers, consultants and managers, selecting the appropriate sources of data or processing method, ensuring data validation and integrity; and adapting methods, techniques and approaches used in the collection, processing, analysis and dissemination of statistical data in a given area of specialization; identifying and resolving problems, applying precedent or proposing solutions to management to resolve technical problems, alter existing methods or techniques or adopt new approaches. There is a requirement to design interactive tools to facilitate the selection and use of socio-economic and administrative databases for clients and decide on the most suitable presentation format to meet the needs of specific audiences. Decisions can have an impact on the quality of the research and the results of study components used by economists, researchers and consultants of the region's various business lines to develop strategic options, segment strategies, service offerings or strategic directions.

### Leadership and Operational Management (Responsibility)

**Degree: 2      Points: 20**

Works within a project team of economists and researchers. The work requires coaching and training users in the selection and use of statistical and operational data, providing technical advice on methods to use to capture, retrieve and organize the information in databases and providing advice and training on the use of tools, computerized programs, data and information. There is a requirement to plan and establish acquisition needs for databases and information, to manage purchases for which there are agreements in place, and to make recommendations regarding financial forecasts required and to propose database replacement solutions to management. The work requires preserving and maintaining computerized databases, ensuring accessibility while protecting the confidentiality of personal information collected and manipulated, and making sure that directives and methodologies are followed by users when information and data are consolidated as part of forecasting exercises, surveys or information collection.

**Communication (Skill)****Degree: 3 Points: 50**

Responds to requests for data, analyzes and interpretation and provides advice to staff, managers, agency representatives and partners; provides instruction and training to staff involved in data retrieval and analysis relating to appropriate data sources and provides instruction on the interpretation and application of input standards and on associated data extraction procedures to staff members with varying levels of knowledge of data management and use of the systems. Maintains effective working relationships with a wide range of technical specialists within the department to ensure continued access to relevant and reliable data, to share information on current studies, trends and developments in research and analysis, to resolve problems associated with data and with the adaptation of study methodologies and procedures, and to resolve technical issues.

**Knowledge of Specialized Fields (Skill)****Degree: 3 Points: 35**

The work requires the knowledge of methods, techniques and practices of statistics and general knowledge of econometric calculation to manage the collection, processing, presentation and quality control of data, to identify problems related to data capture and manipulation, to create and/or adapt related methods, techniques, processes or take corrective measures to improve the efficiency and quality of the data and of the statistics production service. The work requires knowledge of national and provincial economies and labour market primary data sources, structure and conditions in order to process them in such a way that they are accessible to clients. Knowledge of basic economic concepts and principles is required to understand the links with processed data and information and thus better establish client needs and meet their requirements. Knowledge of surveys and computerized research tools and data management systems, application and software is required to design, perform upkeep on and monitor performance of databases and automated tools as well as ensure data completeness and quality.

**Contextual Knowledge (Skill)****Degree: 3 Points: 40**

The work requires the knowledge of users' work programs and subject matter areas or areas of research or study, including the labour market, industrial sectors, demographic communities and segments and service needs in order to define the scope of statistical data collection and processing methods. There is a requirement to know various data sources and resource persons among partner organizations and other external agencies to obtain the expertise required to understand the data, acquire databases, transform them and make them accessible to various users. In addition to the knowledge of the department's mandate and mission, the work requires knowledge of the clients' organizational structure, programs and objectives as well as links between work unit and program activities and those of regional and clients' and partners' business lines to ensure the appropriate collection, integrity and application of data and analysis methods. Knowledge of legislative provisions related to research studies is required to better understand study requirements and thereby ensure quality and applicability of data. Knowledge of the Privacy Act is required to prevent the dissemination of compromising information, and knowledge of the Access to Information Act and the Statistics Act under which the data is collected is also required. The work requires knowledge of private-sector computer products available in order to recommend to management innovative means of processing information and maintaining databases.

**Research and Analysis (Skill)****Degree: 2 Points: 30**

The work requires retrieving, collecting and validating data to ensure that data requested by clients is properly selected, is reliable and relevant to the area of research or socio-economic study, and that data integrity is maintained. There is a requirement to analyze current data collection, database structures, data warehouse structure and contents, as well as the methods and procedures for processing, revising, compiling and presenting data in order to formulate recommendations regarding their possible modification or replacement in support of research, studies and the production of customized statistical reports. The work involves foreseeing expected results and analyzing deviations found in trial results, determining sources of error or anomaly and designing appropriate codes to correct. The manipulation and presentation of data requires skill to select the appropriate format according to users' needs and chosen information. Skill is required to formulate electronic information products to facilitate and increase efficiency in retrieval and access to data by regional clients and in response to requests from internal and external clients.

**Physical Effort (Effort)****Degree: 1 Points: 3**

Must remain seated for very long periods of time in front of a computer to examine various documents and conduct analyses. Must also remain seated during periodic meetings, to bend and stretch to take documents and, at times, carry piles of documents, record holders, laptop computer or projector for meetings.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

Sensory effort is occasionally required to detect physical differences in the contents of the data or the documents while preparing reports or examining and revising the work of team members.

**Working Conditions (Working Conditions)****Degree: 1 Points: 5**

The work is conducted in an open-plan office where exposure to the glare of a computer screen and to ambient noise and conversations occurs. This position sometimes requires moving between different buildings to take part in meetings with colleagues and partners and sometimes travel to another region. Work requires dealing with changing deadlines and time constraints when developing special projects and preparing reports or presentation.

## Benchmark 6: Program Evaluation Officer

**Point Rating:** 3/35, 1/5, 4/75, 3/35, 3/40, 3/75, 1/3, 1/2, 1/5 (**Total: 275 pts**)

**Level:** EC-04

### Organization Context and Summary

Within a team under the supervision of the Senior Program Analyst within the department's Evaluation Directorate, responsible for conducting evaluations of health programs, policies and initiatives in accordance with the Treasury Board of Canada Secretariat Policy on Results and related directive. The work involves providing program evaluation support for timely, strategically-focused, objective and evidence-based information on the relevance and performance of existing policies, programs and initiatives.

### Duties

- Works as part of a project team, provides recommendations related to the nature and scope of studies, evaluation study approaches, general data/information requirements, success indicators, and modifications to analytical methods and techniques used in assigned evaluation projects or initiatives.
- Conducts literature research; identifies, gathers, analyzes and synthesizes quantitative and qualitative data; participates in the conduct of interviews and focus groups; applies analytical tools and techniques to determine implications of evaluation results and formulates conclusions; interprets and reports on trends; analyzes the effect of new or revised policies concerning program evaluation.
- Assesses current and future requirements for statistical data; interprets and analyzes statistical information and databases to support findings and conclusions.
- Drafts and writes reports, presentations, briefing notes and memoranda for senior evaluation staff and management on elements of evaluated health programs.
- Monitors a portfolio of health program evaluation files to track information and the implementation of evaluation recommendations.
- Attends departmental and interdepartmental meetings to discuss files, issues and evaluation requirements.

### Decision Making (Responsibility)

**Degree: 3 Points: 35**

The work requires making recommendations concerning the nature, scope and objectives of studies, as well as evaluation study approaches. Recommendations are made concerning general data and information requirements for assigned studies, success indicators and changes to analytical methods and techniques used in studies. Judgment is required when collecting, analyzing and synthesizing qualitative and quantitative research data. There is some adaptation of precedents required when making recommendations concerning the modification of analytical methods and techniques used in studies. The adaptations result in improved work methods.

### Leadership and Operational Management (Responsibility)

**Degree: 1 Points: 5**

The work requires assisting new employees in adapting to the work environment and explaining work processes, and participating on project teams. There is a requirement to maintain a personal computer as well as other office equipment.

### Communication (Skill)

**Degree: 4 Points: 75**

The work requires using writing, verbal and presentation skills to synthesize, clarify, explain and interpret complex, technical and sensitive information relating to health program evaluation in the form of discussion papers, advice, reports, briefing notes and presentations. This information is adapted into formats that can be understood by government officials, members of interest groups and the public who may have a limited knowledge of the subject. The information is used by senior colleagues, senior management and departmental officials. Consultation skills are required to maintain client/stakeholder networks and foster collaborative working relationships with clients and stakeholders, and to conduct interviews with managers and staff.

**Knowledge of Specialized Fields (Skill)****Degree: 3 Points: 35**

The work requires knowledge of theories and principles of statistics to participate as a team member in the analysis of programs and policies and to interpret and analyze statistical information and data. It also requires knowledge of the theories, methods and techniques related to quantitative and qualitative research including social science research and program evaluation.

**Contextual Knowledge (Skill)****Degree: 3 Points: 40**

The work requires knowledge of the structure, organization, mandate and vision of the department and/or agency. The work requires knowledge of health-related legislation and policy and the competing interests of the federal and provincial governments. The work also requires knowledge of department or agency business lines in order to provide effective input into program evaluations.

**Research and Analysis (Skill)****Degree: 3 Points: 75**

The work requires making recommendations concerning the types and forms of qualitative and quantitative information requirements for studies, including success indicators. The work also requires making recommendations on changes to analytical methods and techniques used in evaluations and studies and conducting assessments of current and future requirements for statistical data. The work involves conducting literature reviews and analytical studies to support evaluation projects, the writing of reports, briefing notes and Question Period notes.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires sitting at a desk for long periods to read, write or analyze data and information; keyboarding at a computer terminal for extended periods; and remaining seated for up to two hours at a time when attending meetings.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

There is a requirement to concentrate while analyzing and synthesizing large amounts of information.

**Working Conditions (Working Conditions)****Degree: 1 Points: 5**

The work is performed in an open office environment with exposure to office noise and involves tight deadlines and time constraints, conflicting priorities, while working with internal and external clients and stakeholders. Occasional travel is required.

## Benchmark 7: Economist/Sociologist

**Point Rating:** 3/35, 3/50, 4/75, 3/35, 2/20, 3/75, 1/3, 1/2, 1/5      **(Total: 300 pts)**

**Level:** EC-04

### Organization Context and Summary

Under the general guidance of the Senior Economist/Sociologist or the Program Manager, provides statistical information services and products related to the commercial, industrial, financial, social and economic conditions of Canada. This information is used by departmental staff, all levels of government, industry, academia and other special interest groups in the decision-making process in support of public policies and programs development and evaluation.

### Duties

- Undertakes the analysis of statistical program data and assists in the preparation of analytical material for internal use and publication purposes.
- Participates in the analysis of socio-economic trends and developments to assess the feasibility and impact of new or modified statistical programs.
- Suggests feedback on collection, processing, editing, compilation and presentation methods and procedures, and assists in the development of recommendations for improvements to survey methods and activities.
- Provides assistance and subject matter advice to data users within and outside the department.
- Undertakes subject matter studies and reviews in support of project teams or senior officers.
- Leads project teams involved in special studies.

### Decision Making (Responsibility)

**Degree: 3      Points: 35**

The work requires identifying and assessing changes and developments in the subject area, determining the impact on program subject-matter content and recommending alternative statistical methods and approaches; modifying existing techniques and approaches to improve program coverage or to meet specific needs and to develop subject-matter concepts and definitions; and developing operational plans, establishing project priorities and identifying areas necessitating study at the local, regional or national levels.

The work also involves reviewing data collection and information systems to determine the usefulness of existing data sources, to propose changes to the data collection system and to assess the feasibility and impact of new or modified statistical programs; identifying and evaluating problems in the collection, processing, editing, compilation and presentation of statistical information to provide solutions or recommendations to management and to resolve subject-matter, conceptual and technical problems.

### Leadership and Operational Management (Responsibility)

**Degree: 3      Points: 50**

The work requires leading project teams involved in special studies, setting goals and objectives, establishing plans with priorities and milestones, monitoring work and preparing budgets for special projects with authority to allocate funds. There is a requirement to assess human resources needs and make recommendations on resourcing solutions, to provide feedback on employee performance and develop training plans. The work requires providing input to budgets based on operational needs and by obtaining/providing cost estimates for personnel, supplies, equipment purchases.

### Communication (Skill)

**Degree: 4      Points: 75**

Information and advice is provided to managers, data users and clients on matters related to subject-matter concepts used in the development and operation of a statistical database and to the data processing environment in general. Program subject-matter content requirements are discussed with operations managers responsible for data collection, other subject matter and systems specialists, clients or service providers to comprehend and elaborate the framework and conditions within which statistical development and operations will occur. There is a requirement to liaise with other subject matter specialists and users to develop and translate subject matter requirements into specifications for system development, to suggest improvements to ongoing programs, to negotiate procedural modifications and to establish

project plans, priorities and timelines. The work requires writing and presenting detailed subject matter and technical concepts, definitions and terms in common terminology in order to explain and clarify divisional program content and applications through information manuals, training packages or monitoring procedures.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 3 Points: 35**

The work requires knowledge of the concepts, methods and techniques used in the collection, processing, editing, compilation and presentation of statistical data in order to coordinate and advise on subject-matter development and resolve subject-matter concept and definition issues. There is a requirement for the knowledge of computer systems analysis and processing as well as survey software packages to manage the design, development, testing, maintenance and implementation of processing systems, to design specifications for the testing of data, and to maintain and develop databases. The work requires knowledge of the theories and principles of economics, econometric methods and techniques and of sampling theory along with a working knowledge of survey design, time series and special analysis and forecasting. The knowledge of current or emerging economic and social issues relating to the program area is also required in order to identify and resolve existing and potential subject-matter conflicts, duplication and gaps. The knowledge of management techniques and principles is required to manage financial and human resources, either directly or within a matrix management environment.

### **Contextual Knowledge (Skill)**

**Degree: 2 Points: 20**

The work requires the knowledge of statistical programs related to the area of expertise in order to identify and select the appropriate sources of information and to identify and evaluate data conflicts. There is a requirement to understand client needs for statistical data in order to provide advice and guidance on subject-matter concepts, methods, techniques and results. Knowledge of the divisional mandate, policies, objectives, priorities, practices, standards, process and procedures is required in order to coordinate and manage ongoing operational and/or special projects. The work requires knowledge of the Statistics Act and other pertinent acts and departmental policies to explain legislative and policy requirements to data suppliers, users and others with respect to the manipulation, storage and retrieval of data. Knowledge of the Privacy Act is required as it pertains to the security and confidentiality of data to ensure their actions and those of their subordinates are in compliance.

### **Research and Analysis (Skill)**

**Degree: 3 Points: 75**

The work requires analyzing and compiling geographic, demographic, social, economic and/or labour market characteristics to prepare forecasts; developing new subject-matter methods, concepts and definitions and conducting studies and analytical projects to improve existing surveys and data; and analyzing current collection, manipulation and presentation methods and procedures to determine their relevancy and the need for modification or replacement with alternative approaches.

The work involves interpreting program and user needs for statistical information, conducting suitability assessments of existing data products and services and to translate them into a concrete, timely and affordable product. There is a requirement to review the results of projects and surveys in order to provide interpretation and analysis on subject-matter concepts and definitions, survey methods, statistical applications and techniques used.

### **Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires frequent and extended periods of sitting at a workstation while keyboarding, proofreading, telephoning, reviewing data, or writing text. There are occasional periods of physical exertion, such as bending and stretching, to retrieve, organize and distribute publications, printouts, documents or files. There may be a requirement to carry equipment, presentation material and document cases to meetings.

### **Sensory Effort (Effort)**

**Degree: 1 Points: 2**

There is an occasional requirement for sensory observation when comparing old and new versions of data.

### **Working Conditions (Working Conditions)**

**Degree: 1 Points: 5**

The work is performed in an open office environment with exposure to glare from a computer screen, noise from conversations, telephones, traffic and equipment in the immediate area.

## Benchmark 8: Paralegal

**Point Rating:** 3/35, 2/20, 4/75, 4/55, 3/40, 3/75, 2/4, 1/2, 2/8 (**Total: 314 pts**)

**Level:** EC-04

### Organization Context and Summary

Reporting to senior paralegals or legal counsel or manager in the host department, within a case/file/project team, delivers paralegal services (advisory/litigation) to counsel, senior paralegals and/or directly to the client department(s). Delivers full legal technical support services to counsel regarding cases, files or projects of low or medium complexity. Delivers legal technical support services to counsel regarding specific activities in cases, files or projects of high to mega complexity. Has the autonomy to manage assigned activities of medium complexity in cases, files or projects.

### Duties

- Conducts exhaustive research and standard analysis on a variety of legal questions for which there are a limited number of precedents that are not readily available. Precedents may have to be adapted to each case, file or project. Prepares summaries and recommendations.
- Organizes sensitive and/or confidential documents, information, and data for case files.
- Conducts activities of medium complexity pertaining to cases, files and projects including first draft of legal opinions.
- Assists and co-operates with counsel in administering cases, files and projects of medium complexity and anticipates how they will unfold. Has autonomy to administer non-routine cases, files and projects that are low in complexity for which precedents are not readily available.
- Acts on behalf of clients and/or assists counsel during legal proceedings (e.g., small claims court, tax court, arraignment court, judgment debtor examinations and administrative tribunals).
- Provides a wide range of technical advice for contacts regarding various legal procedures and proceedings.
- Helps develop, maintain and update legal and administrative databases, and information management systems.
- Supports and mentors co-workers.

### Decision Making (Responsibility)

**Degree: 3 Points: 35**

The work requires providing legal support on cases, files and projects of medium complexity and/or for specific activities in cases, files and projects of high to mega complexity. This requires organizing a moderate volume of information and documents and determining the best course of action; acting as a contact point between parties; and preparing initial drafts of legal opinions for examination by counsel.

Makes recommendations to the legal advisor regarding the organization and general conduct of cases, files and projects and on strategies to adopt, and drafts legal documents. Autonomy to administer cases, files and projects of low complexity including identifying requirements for research and analysis, disclosure, and organizational resources; analyzing and assessing requests; consolidating acts; developing arguments; attending meetings; negotiating settlements; and developing recommendations intended for the client, counsel, and/or investigative bodies. Acts on behalf of clients and/or assists counsel during legal proceedings (e.g., small claims court, tax court, summary trial court, judgment debt or examination and administrative tribunals). In the administration of cases, files and projects, precedents may not be readily available and there may be a requirement to adapt precedents specific to the file.

Overall, recommendations and/or decisions contribute to the outcome of the case/file/project. Provides general technical advice and opinions to co-workers, clients, legal service providers, interested parties, counsel or investigative bodies regarding law enforcement, common/civil and/or criminal law regarding the rules and procedure of the judicial system.

### Leadership and Operational Management (Responsibility)

**Degree: 2 Points: 20**

Coaching and mentoring skills are required to provide leadership and training to colleagues (counsel, legal assistants, paralegals). Informs clients, legal service providers and investigative bodies in legal procedures and processes relating to their mandate. This includes defining subject matter and coordinating training sessions for participants with varying levels

of experience and knowledge. The level of difficulty varies according to individual training needs. Supporting and mentoring colleagues in online research, specialized legal software and administrative legal procedures. Organizes activities and provides the necessary legal support for the assigned case, file or project. Organizes financial resources associated with the case, file or project (e.g., collection of fines, statements of fees submitted by legal service providers and opposing counsel and contingent liability reports). Makes recommendations to counsel and/or clients regarding the amounts claimed, and, if necessary, has costs fixed by the courts. Has custody of, and is responsible for, personal computer or laptop and associated peripherals, databases, a significant volume of documents, office furniture, equipment, and materials used to perform own work.

### **Communication (Skill)**

**Degree: 4 Points: 75**

The work requires making contacts with departmental colleagues, client departments, police, law enforcement agencies, witnesses, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities, and the public to clarify a variety of issues, obtain information, provide advice, investigate requests, discuss legal issues and/or negotiate settlements. Communication skills are required to draft legal documents, question witnesses, take part in negotiations, develop arguments for submission to counsel or clients, negotiate settlements, present facts and arguments to the court and exchange information, explain and, if necessary, reformulate legal processes or procedures and respond to questions from others.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 4 Points: 55**

The work requires in-depth understanding of legal theories and principles and in-depth knowledge and skill in using legal methods and techniques in specialized areas of practice and related legal terminology in order to conduct research and analysis on a variety of legal issues where precedents are limited.

### **Contextual Knowledge (Skill)**

**Degree: 3 Points: 40**

The work requires knowledge of the Canadian judicial system and civil and criminal rules and procedures governing the operation of every level of court relating to the area of practice; and knowledge of the mandate, structure, policies and culture of the law enforcement agency, client department and/or other government organizations whose interests are associated with the case/file/project. Each file requires varied and sound knowledge of the case, file or project. Knowledge is required of the principles and techniques of project management to lead, plan and coordinate activities. Skill is required to anticipate possible developments and potential difficulties that could affect cases, files or projects. The work also requires knowledge of how to use specialized legal software and the ability to use a variety of administrative software programs to manage information and documentation related to cases, files and projects and to update information contained in databases and information systems.

### **Research and Analysis (Skill)**

**Degree: 3 Points: 75**

The work requires advanced skills to conduct exhaustive research and standard analysis to find missing information or documentation as well as notice inconsistencies and erroneous information and to identify additional research and analysis that is needed. Research and analysis is particularly required when preparing documentation for cases, files or projects of medium complexity. Skill is required to summarize laws, jurisprudence, and technical, scientific and other expert reports. Research and analysis skill is required when organizing, monitoring and maintaining documents, information and data for cases, files and projects.

Working on cases, files and projects with the counsel involves conducting exhaustive research and standard analysis on a number of issues and consolidating the information in order to recommend an approach to the counsel and the client. Some precedents may exist, but every case file and project has its own research and data collection requirements. Administering cases, files and projects may require changes along the way and responding promptly by analyzing the new situation and preparing a new recommendation for the counsel, client department or investigative bodies.

The complexity of the case, file or project often increases owing to unforeseen and conflicting relationships between statutes, regulations and organizational policies. Analyzes and interprets data and information in order to anticipate possible developments and difficulties that could affect cases, files and projects in order to manage risks. Issues that arise are submitted to the counsel with recommendations for resolving these issues. The work requires managing activities of medium complexity and/or specific activities in cases, files and projects of high to mega complexity. The work requires

organizing a large volume of data from a wide variety of sources to identify the best course of action to take. The volume of information and its sensitivity adds to the difficulty in obtaining documents.

**Physical Effort (Effort)**

**Degree: 2 Points: 4**

The work requires physical effort when sitting for long periods to participate in meetings and when working in an office. This is a frequent requirement and time involved can range from one to eight hours per day. Work occasionally requires bending and stretching to move boxes of documents (up to 10 kg), retrieve files and documents and organize documentation for cases, files and projects.

**Sensory Effort (Effort)**

**Degree: 1 Points: 2**

Work requires occasionally visually scanning documents and data to detect easily perceived differences in words.

**Working Conditions (Working Conditions)**

**Degree: 2 Points: 8**

The physical environment where the work is usually performed is in an open office environment, and is sometimes confined within libraries, meeting rooms and hearing rooms. There is exposure to noise and to poor air/ventilation quality.

Most of the time, there is no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent requests and competing requirements from co-workers, client departments, investigative bodies and counsel are the norm. This results in workload priorities constantly having to be revised. Work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

## Benchmark 9: Health Policy Analyst

**Point Rating:** 4/60, 2/20, 4/75, 4/55, 4/60, 4/120, 1/3, 1/2, 1/5 (**Total: 400 pts**)

**Level:** EC-05

### Organization Context and Summary

Reporting to a managerial-level position in the host department, monitors, analyzes and synthesizes quantitative and qualitative data (economic, socio-economic, financial and statistical) to identify emerging policy issues, develop trends and statistical indicators, formulate policy recommendations and advice concerning complex health policy issues to support sound decision making for policy, project and program development and implementation of strategic initiatives of an economic/socio-economic nature.

### Duties

- Evaluates, analyzes, monitors various quantitative and qualitative data and synthesizes information relating to health policy, program and/or legislation obtained from central agencies, other federal departments and agencies, provinces and territories, international organizations, stakeholders, academics, and the general public in order to identify emerging regulatory health policy issues and trends and to assess and advise senior policy analysts and management on potential socio-economic impacts on existing short-, medium- and long-term policy, programs and projects.
- Develops discussion papers and strategies, technical briefing notes and presentations that contribute to the development and evaluation of agreements and the preparation of Cabinet documents.
- Manages and coordinates specific files or issues; analyzes the effect of policy strategies and formulates policy recommendations and advice for consideration by senior managers, other government organizations and private-sector officials on government and corporate policy and strategies; advises other departments and provincial territorial governments in area of expertise; analyzes broad government directions concerning health policy as well as the needs of a variety of stakeholders to determine their impact on policy development.
- Establishes, liaises with and maintains client/stakeholder networks and expands the client base for research studies to facilitate the collection and exchange of intelligence; keeps abreast of issues and trends and assesses the impact of policy development, programs and strategies in order to mitigate potential conflict.
- Participates in and leads components of project teams; recommends the nature, objectives, scope and terms of reference of studies, recommends data and information requirements and policy research or study approaches, analytical methods and objectives and organizes studies.
- Attends meetings to discuss files and issues and to coordinate requirements and interpret trends; analyzes the effect of new or revised policies or programs; and supports departmental strategies to influence the adoption of policies as related to the program.

### Decision Making (Responsibility)

**Degree: 4      Points: 60**

The work requires latitude when examining policy options and proposals, integrating concepts, and analyzing the short-, medium- and long-term impact of economic, social, political, ethical, scientific, statistical and legislative factors on policy and regulatory proposals. This includes staying abreast of emerging issues, gathering intelligence and conducting background analysis by seeking information on content, coverage, funding and probable response of other departments, provincial and territorial governments and stakeholder groups to existing policies or those policies under development; writing briefing material for project managers and senior analysts. The work involves analysis of broad government directions concerning health policy issues and policy positions advocated by stakeholders, including other federal departments and agencies, provincial and territorial governments, public and private health organizations, interest groups, and the general public. The work requires formulating policy recommendations and advice for consideration by senior policy analysts and managers and ultimately by the Minister and Deputy Minister as well as other government organizations. Provides advice to other federal officials and provincial or territorial officials in area of expertise and contributes to the development and evaluation of agreements, Treasury Board submissions and memoranda to Cabinet (MCs). Decisions and recommendations may influence the effective and comprehensive management of policy files or issues, the viability of policy proposals and strategies, the policy direction for the department relative to complex health policy issues, and the departmental position on such issues.

**Leadership and Operational Management (Responsibility)****Degree: 2 Points: 20**

The work requires leading components of short-term project teams and working groups. Recommendations are given on project scope, priorities, objectives, milestones, schedules, analytical methods and resource requirements. Coordinates and reviews work of project teams, monitors progress, assesses performance, and provides guidance and motivation to team members. Handles sensitive materials related to health policy and conducts risk assessments of options for resolution.

**Communication (Skill)****Degree: 4 Points: 75**

The work involves conducting briefings, providing advice on health policy issues to internal clients, senior management; adapting terminology to specific audiences and delivering presentations to management committees, colleagues and clients or stakeholders on regulatory or policy issues and strategic direction; formulating policy recommendations; and coordinating health policy development requirements. Skills are required to discuss and ensure the understanding of government health policies and strategies with senior managers, other government organizations and private-sector officials, and to lead the work of components of project teams. There is a requirement to establish and build client/stakeholder networks and foster collaborative working relationships. Writing skills are required to prepare ministerial correspondence, reports, papers, briefing notes, agreements and legislative or regulatory amendments.

**Knowledge of Specialized Fields (Skill)****Degree: 4 Points: 55**

The work requires knowledge of specialized research methodologies in fields such as economics, sociology, demography, or statistics, and knowledge of policy analysis and development concepts, techniques and practices in order to monitor emerging trends and issues related to health policy. This knowledge is required in order to conduct horizontal policy analysis, public policy reviews on public health issues, and market/sector and comparative analysis; to assess the significance and impact of various policy strategies; and to integrate government, ministerial and departmental priorities within the public policy environment by formulating recommendations for management of recipient files or issues. The work requires the modification or development of health policy or programs.

**Contextual Knowledge (Skill)****Degree: 4 Points: 60**

The work requires knowledge of the mission, mandate, organization, and functioning of the federal government, the department, other federal departments and agencies, provinces and territories, and international organizations, including knowledge of business lines, relevant legislation and regulation, and policies and programs affecting health policy. Knowledge is required of key stakeholders (e.g., NGOs) to understand related business lines and assess policy and program context, analyze proposals, assess linkages and interrelationships, and provide advice to senior analysts and management. Knowledge is required of the academic community, recent trends and directions in research in order to identify and understand emerging trends and issues in the health policy sector, and factors likely to affect the development of public policies in the future.

**Research and Analysis (Skill)****Degree: 4 Points: 120**

The work requires a solid knowledge of research and analysis principles and techniques in order to conduct analytical activities, to recommend study or research approaches, to propose changes to existing or proposed policies, and to identify knowledge gaps, linkages, interrelationships and trends in policy development and research or program initiatives. The work requires solid sector-based subject matter knowledge of financial analysis for forecasting and of statistical techniques, including investment and cost-benefit analysis to evaluate programs and policy proposals. The work involves assessing the relative quality and validity of the data being evaluated, its comparability over time and its relevancy from both a policy or program perspective. The work also involves evaluating various quantitative and qualitative data, including economic, socio-economic, financial and statistical data, in order to develop trends and statistical indicators. The work involves analyzing the short-, medium- and long-term impact of economic, social, political, ethical, scientific, statistical and legislative factors on policy and regulatory proposals.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires sitting for prolonged periods and extended eye focus when reviewing documents or data, attending meetings or working on a computer.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

The work requires occasionally visually scanning documents and data to detect easily perceived differences in words.

**Working Conditions (Working Conditions)****Degree: 1 Points: 5**

The work is conducted in a standard office environment where there is exposure to office noise and glare from computer screen. There is exposure to stress due to changing deadlines resulting in time pressures. Occasional travel is required.

## Benchmark 10: Economic Policy Analyst

**Point Rating:** 4/60, 2/20, 4/75, 4/55, 4/60, 4/120, 1/3, 1/2, 1/5 (**Total: 400 pts**)

**Level:** EC-05

### Organization Context and Summary

Reporting to the manager, analyzes, evaluates and interprets socio-economic information and data, and formulates advice on industrial, sectoral and policy issues.

### Duties

- Conducts research projects and studies and provides both qualitative and quantitative analysis on complex socio-economic and industrial/sectoral development issues. Drafts and presents research papers and reports.
- Develops policy recommendations on socio-economic and industrial/sectoral development issues and analyzes the potential impact of different policy options.
- Advises on the development of research methodologies and plans for the conduct of socio-economic analysis and policy analysis.
- Formulates advice on complex and sensitive issues related to industrial/sectoral policy, development, competitiveness, productivity, innovation, trade and investment.
- Develops procedures and mechanisms for the definition, collection, verification of data and information, and for the maintenance of information inventories and data banks.
- Monitors economic trends within Canada and internationally, policy evolution in federal, provincial, and foreign governments as it affects specific industrial sectors or policy areas, and published research and analysis bearing on government policies on industrial/sectoral development.
- Maintains a network of peers and consults with colleagues in the federal and provincial government, industrial associations and non-governmental organizations (NGOs); represents the Branch on departmental working committees.
- Provides guidance and instruction to junior economists and research assistants and leads short-term projects.

### Decision Making (Responsibility)

**Degree: 4 Points: 60**

Works concurrently, under limited guidance, on a number of assigned files involving identifying, assessing and linking a variety of complex (statistical/economic) information products and submissions and determining their value to individual assignments or meetings; analyzing and interpreting data collected, and preparing recommendations to address specific issues of concern; weighing and balancing interests, and advocating positions in a constructive manner; advising on the development of research methodologies and developing procedures and mechanisms for the definition, collection, verification of data and information; and maintaining information inventories and data banks.

The assignments and objectives are usually defined in general terms. The work requires independent action and judgment, and the challenge is made more difficult by the requirement to frame specific questions and issues to address and to identify problems to be solved in a context where the relationships among issues under review are not always apparent or readily quantifiable and lack precedents.

Judgment is exercised in the application of different types of research methods and data sources, and selection and/or modification of appropriate research techniques to ensure that the outcomes are useful and meet the diverse economic data requirements. Results of studies and the preparation of background reports and briefing material on the results of analysis containing interpretations and policy implications are presented to the Senior Policy Analyst for review, prior to presentation to Branch management and senior management. Judgment and decisions have a direct impact on outcomes and consequently on the quality of advice and substance of policy options.

### Leadership and Operational Management (Responsibility)

**Degree: 2 Points: 20**

Requires being responsible for the provision of guidance and instruction to junior economists and research assistants and for the leadership of short-term project teams composed of internal and contracted individuals; being responsible for

assigning and supervising projects and establishing objectives, methodologies, developing procedures and mechanisms, performance and quality standards to achieve the assigned project results; and the revision of the work of professional contractors to ensure compliance with quality and delivery requirements, recommending necessary changes and/or acceptance of the work.

### **Communication (Skill)**

**Degree: 4 Points: 75**

The work requires communication skills to adapt material, explain and clarify complex issues, provide information and advice, exchange views with colleagues and other stakeholders on technical concepts, and engage effectively with colleagues as a member of various project teams and subject area teams operating under different leadership styles. Skill is also required to synthesize information and explain its potential impacts on issues, and to present the rational justification of policy and research positions to diverse audiences.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 4 Points: 55**

The work requires knowledge of theories and application of economics; knowledge of the national accounting framework for Canada, industrial classification systems and industry surveys as well as international statistical databases in order to understand the provincial, national and global factors affecting the Canadian marketplace and its various industrial sectors. The work also requires knowledge of quantitative and qualitative research theories, methodologies and tools, statistical theories and techniques (sampling and surveying) and proficiency in complex analysis and problem solving techniques in order to design and lead studies; determine research methodologies; apply and/or modify methodologies for data analyses, measurement, interpretation and reporting; analyze and formulate advice on industrial, sectoral and policy issues; develop procedures and mechanisms for the definition, collection, verification of data; prepare industry -specific information products; monitor and maintain information inventories and data banks; and participate in information exchange/intelligence networks to ensure consistency and comparability of industry-based data and economic indicators.

### **Contextual Knowledge (Skill)**

**Degree: 4 Points: 60**

The work requires knowledge of the machinery of government operations to engage effectively in the departmental policy development process and the system of interdepartmental consultation and to advance information and recommendations to the Deputy Minister, Minister and Cabinet Committees; knowledge of the roles and responsibilities of central agencies and government departments to anticipate multi-dimensional issues, participate in multi-departmental and federal/client/stakeholder project teams, and enhance knowledge sharing; knowledge of horizontal issues impacting on the development of policies and programs and the delivery of services to domain areas of specialization (e.g., technology developments, socio-economic concerns, business financing, skills development, trade and regulatory issues, political and public opinions); knowledge of domains affected by departmental decisions; knowledge of research institutes and academic associations involved in economic research to ensure that external opinions are considered when developing policy options; and knowledge of the positions, interests, priorities, structure and key officials of other organizations to develop information of interest to them and conduct studies on policy issues of mutual interest.

### **Research and Analysis (Skill)**

**Degree: 4 Points: 120**

Conducts research and analyses to support the development of policy frameworks and positions for consideration by senior management, other departments or stakeholder organizations. Is expected to draw from a range of data and qualitative information from diverse sources, including consultation with stakeholders, to forecast or analyze the potential impacts of implementing different policy options. Formulates advice on complex and sensitive issues related to industrial, sectoral and government socio-economic policies, programs and regulations. Monitors and performs competitive analysis of industrial sectors and sub-sectors nationally and internationally. Proposes, designs, and leads short-term studies and working groups and/or participates in major project initiatives, including participation in the development of industry-specific strategies aimed at a range of business development strategies, plans and activities focused on trade, investment, and innovation. The work requires research and analysis to define economic indicators and to identify problems and gaps in the existing body of economic research.

**Physical Effort (Effort)****Degree: 1 Points: 3**

Physical effort is required to sit or stand for varying time periods during meetings, delivering presentations or using computer equipment; to operate computer equipment (keyboarding) and to travel to attend meetings outside of the office.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

The work requires comparing versions of documents and reports going through iterative states of drafting to identify and assess readily evident changes in text and data.

**Working Conditions (Working Conditions)****Degree: 1 Points: 5**

The work is carried out under pressure in a demanding environment resulting from changing demands and shifting operational priorities. There is exposure to frequent interruptions from colleagues and external parties as the work is interdependent on the co-operation of other sectors/business units.

## Benchmark 11: Social Policy Researcher

**Point Rating:** 4 /60, 2/ 20, 5/100, 4/55, 4/60, 4/120, 1/3, 2/3, 3/12 (**Total: 433 pts**)

**Level:** EC-05

### Organization Context and Summary

Reporting to a senior analyst or manager, provides subject matter expertise in statistics and economics for an assigned area of specialization in the field of sociology such as community development, labour market and labour force development in support of Aboriginal or Northern policies and programs or to resolve Aboriginal claims. Services provided include research, statistical surveys and qualitative studies, analysis, reports and recommendations related to Aboriginal participation in the economy. Material is developed for the consideration of a supervising senior specialist, managers and senior managers. The position serves as a departmental expert in an area of specialization.

### Duties

- Plans and carries out complex sociological research projects and environmental scans in an assigned area of specialization to help with the resolution of Aboriginal claims or in support of Aboriginal and Northern policy and program development and management.
- Contributes to strategic plans, policy and regulatory proposals and Memoranda to Cabinet, prepares supporting arguments for Treasury Board submissions and briefing notes, and prepares presentations to project teams, working groups and senior officials within the department or in organizations external to the department within or outside of Canada.
- Evaluates the economic and statistical evidential basis in an assigned area of specialization to develop options for addressing weaknesses and optimizing strengths of departmental policies, programs, and legislation/regulations.
- Represents the work unit at meetings with various stakeholders to exchange information on issues within an assigned area of specialization, to collaborate on the identification or examination of strategic data, and to coordinate statistical survey, policy or regulatory initiatives and proposals.
- Leads (unit, sector or departmental) project teams, as required, on a short-term basis, in an assigned area of specialization.

### Decision Making (Responsibility)

**Degree: 4 Points: 60**

There is a requirement to plan and carry out complex sociological research projects as well as to plan and conduct environmental scans to identify interrelationships between social and economic development, trends and issues in social and economic legislation and policies and to identify data requirements. Research projects also examine the impacts of departmental policies, programs and legislation/regulations or departmental accountability, to identify weaknesses in the management of issues, to recommend new approaches to resolve them, or to recommend new areas of study to gain greater insight.

The work requires making decisions on appropriate methodology to apply to research, in order to produce results that stand up to professional challenges. Owing to the complexity of the issues addressed, precedents do not generally exist and risks can only be estimated. Options under consideration generally represent new approaches or new policy or legislative/regulatory directions and typically involve risks that need to be managed.

The work requires the evaluation of economic and statistical evidential basis in an assigned area of specialization in order to develop options for addressing weaknesses, optimizing strengths and assessing initiatives touching departmental policies, programs, and legislation/regulations.

### Leadership and Operational Management (Responsibility)

**Degree: 2 Points: 20**

There is a requirement to lead project teams (unit, sector or departmental), as required and on a short-term basis, in an area of specialization. There is a responsibility for the selection and analysis of data and for the identification of trends to support policy/regulatory developments and planning options. There is a requirement for assigning tasks and explaining

responsibilities to team members, for guiding, monitoring and sharing expertise with team members, and for reporting on project team progress and team member performance to a supervising senior analyst.

### **Communication (Skill)**

**Degree: 5 Points: 100**

The work requires participating in meetings with other federal government departments, interdepartmental organizations, Aboriginal and Northern community groups, academic institutions, provincial/territorial and other governments nationally and in specific regions to exchange information, collaborate on the identification or examination of strategic data, and coordinate statistical surveys in support of policy or regulatory initiatives and proposals. There is a requirement to gain the acceptance and co-operation of partners on modifications to statistical collection or analytical methodology, and to develop a coherent approach to resolving issues.

Reports are produced to present findings with supporting theoretical and evidential arguments for alternative courses of action in response to departmental strategic and horizontal priorities or complex strategic issues on which the department is the lead to assist departmental officials to plan and develop options.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 4 Points: 55**

The work requires knowledge of the theories, principles and methodology of mathematical and statistical economics or statistical science, as applied in labour market and workforce demographics and business statistics, statistical surveys and other statistical analyses in sociology. This knowledge is applied in studies looking at the participation rates of Aboriginal people (individuals and firms) in the labour market, business development, land use and the institutional barriers and opportunities for investing in and developing Aboriginal lands, the demographic composition of Aboriginal populations and communities, educational levels, the availability of educational opportunities for Aboriginal people and the economic implications of educational levels for the economic development of the Aboriginal people and their lands, and indicators of northern development. Studies assess the effectiveness of departmental policies and practices in achieving stated priorities, strategic outcomes and program activity results.

The work requires knowledge of the theories and principles of both macro- and microeconomics and an understanding of the linkages with sociology and the area of specialization in order to plan and carry out research related to Aboriginal claims, Northern development, and labour force and labour market development. The knowledge of mathematical, quantitative and qualitative methods is required to plan, lead and conduct research projects and studies; to provide evidential data and recommendations used for departmental policy and organizational decisions; and to assess the economic merits of policy, program, legislative/regulatory or governance options.

### **Contextual Knowledge (Skill)**

**Degree: 4 Points: 60**

The work requires knowledge of departmental business lines and organizations, its mandate, programs, policies and legislation and its role in meeting the Government of Canada's obligations and commitments to Aboriginal people and for fulfilling the federal government's constitutional responsibilities in the North. The work requires knowledge of the Department of Indigenous and Northern Affairs and governing legislation, including the Canadian Constitution, the Indian Act, territorial acts, treaties, comprehensive claims and self-government agreements as well as various other statutes affecting Aboriginal people and the North.

The work also requires knowledge of the federal organizations delivering Aboriginal and northern programs and services through partnerships with Aboriginal communities and federal-provincial or federal-territorial agreements. The work requires the knowledge of the principles and practices of key institutions in the federal government and horizontal federal government plans and priorities to carry out environmental scans of activities, policy and program initiatives. This work supports Aboriginal peoples and the development of the North across all federal departments, in particular those with initiatives or issues in the assigned subject matter area.

### **Research and Analysis (Skill)**

**Degree: 4 Points: 120**

The work requires conducting research projects, studies or statistical surveys in the field of sociology to address one or more of a broad range of topics to identify and evaluate interrelationships between economic development and community development, labour market and labour force development. Studies and surveys also address the impact of broader

Canadian and regional economic, demographic and social changes on the continued effectiveness of departmental policies, programs, standards, priorities, research methodologies, or data content and structure.

The studies, surveys and evaluations are conducted to identify policy or program weaknesses and strengths, data requirements, and trends and issues arising from social and economic development policies and legislation/regulations. Study findings contribute to the development of departmental policies, programs and legislation/regulations, the assessment of departmental accountability, and the identification of weaknesses in issue management. Studies generate recommendations for new approaches to dealing with issues or new areas of study to gain greater insight.

**Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires sitting for extended periods of time, at a desk using a computer or telephone or in meetings. The work also requires bending and reaching to obtain materials and, occasionally, carrying bundles of documents or a laptop computer and projector to meetings.

**Sensory Effort (Effort)**

**Degree: 2 Points: 3**

The work requires reviewing presentations or draft policy documents prepared for senior management or for representatives of other organizations, to ensure that specific words or symbols are either included or excluded as appropriate, that all graphs and tables are visually positioned to achieve the desired impact, and that presentations conform to the time allotted.

**Working Conditions (Working Conditions)**

**Degree: 3 Points: 12**

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures. The work may involve travel across Canada, often to remote locations to meet with Aboriginal or Northern groups or provincial/territorial or local governments.

## Benchmark 12: Regional Statistician

**Point Rating:** 4/60, 4/90, 4/75, 4/55, 4/60, 4/120, 1/3, 1/2, 2/8 (**Total: 473 pts**)

**Level:** EC-06

### Organization Context and Summary

Under the general guidance of a regional director, manages the regional statistical and survey program providing services of collection, processing and retrieval of statistical data used for research, environmental assessments and policy development related to the fishery sector. Provides subject matter expertise to the Regional Director or Regional Director General and various national and international stakeholders on the interpretation of data, statistics standards and methodology.

### Duties

- Develops policies and frameworks to govern the collection, processing, analysis, storage, and distribution of statistical data by departmental sectors in the region, and occasionally conducts research and/or studies for an affiliated regional agency.
- Manages the development and implementation of new methodologies, scientific and statistical evidential data concepts and definitions, and new and modified data sources, as well as the creation or adaptation of new criteria and techniques for improved testing, editing, and verification of collected and reported data.
- Plans, develops, and delivers a comprehensive program of complex ongoing research in collaboration with other departmental, federal, provincial/territorial, Aboriginal community and other industry and community representatives.
- Provides advice and consulting services on the evidential basis used to measure the impact of government (federal and provincial), domestic and international policy, program, or legislation/regulatory initiatives and developments on the region's economic and social development and resource management, as well as on the department's programs in the region.
- Represents the department's regional statistical office at meetings and prepares or manages the preparation of position papers, briefing notes and/or presentations to senior management and senior officials or representatives of other federal government departments, interdepartmental organizations, provincial and foreign governments, First Nations and other Aboriginal communities, academic institutions and private sector organizations.
- Manages and directs the regional statistical and survey office through subordinate supervisors and/or team leaders and professional and support staff; provides functional supervision to off-site staff in operational area offices involved in the delivery of statistics services; and, leads departmental, interdepartmental, intergovernmental, government-industry, or other multi-stakeholder project teams or working groups.

### Decision Making (Responsibility)

**Degree: 4 Points: 60**

The work requires providing advice and consulting services on statistical validity, use, interpretation and practical application of socio-economic, biological and commercial data for the purpose of program administration (e.g., licensing, permits, quota management) or scientific research on topics such as habitat management or sustainable development of the region's fisheries resources. Data are used as evidential basis for the development of regional policy or program options while integrating the issues and concerns of other federal departments, Aboriginal and other local communities, provincial and/or territorial governments, and others (as appropriate to the region). Advice and interpretation can affect strategic and horizontal priorities for sustainable fisheries and aquaculture, healthy and productive aquatic ecosystems, safe and accessible waters and related enabling functions (e.g., interpretation and advice on statistics might be used to defend decisions concerning the opening and closing of individual fisheries). Initiative is required in analyzing and developing data capture methodologies in situations where no precedent exists.

The work requires planning, designing and implementing statistical experiments by devising the appropriate statistical methodology including consideration for the selection of experimental subjects and the ethics of research.

Recommendations are made on the choice of variables, options to control the influence of confounding variables and the randomized assignment of treatments to subjects to allow unbiased estimates of treatment effects and experimental error.

The experimental protocol is prepared in collaboration with the researcher to guide the experiment's performance and specify the primary analysis of data. Results are documented and presented to stakeholders and clients.

**Leadership and Operational Management (Responsibility)****Degree: 4 Points: 90**

The work requires supervising and directing the regional statistical and survey work through subordinate supervisors and/or team leaders and professional and support staff (region-specific); providing functional supervision to area staff involved in the delivery of statistics services; and leading departmental, interdepartmental, intergovernmental, government-industry, or other multi-stakeholder project teams or working groups.

There is a requirement to identify and recommend adjustments to human and financial resource needs to meet statistics goals, project objectives and the unit's commitments. The work requires recruiting staff, approving training and development plans, taking necessary disciplinary action, and establishing work plans and priorities to ensure that objectives and results are achieved; monitoring the progress of work and evaluating the performance of staff and subordinate supervisors; managing an operating budget with authority to reallocate funds within authorized levels; and providing cost estimates and projections for the planning and budget process.

**Communication (Skill)****Degree: 4 Points: 75**

The work requires consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private-sector for-profit and non-profit organizations to address contentious issues relating to the validity and quality of statistical data and to ensure understanding of departmental statistical standards and methodologies to be adopted to support the quality of statistical research being carried out.

The work also requires communication with Information Technology specialists to ensure that the regional statistical program receives the technical guidance on database design, management and computer programs required to deliver statistical services required to address client data needs. The work requires contacting private firms engaged under contract for data collection to advise them of future requirements, and to ensure that the terms of contracts are met.

Provides advice and interpretation on statistical data, standards and methodology to senior management in the region. Data are used as evidential basis to measure the impact of federal and provincial government domestic and international initiatives and developments on the economic and social development and resource management of the region and on departmental programs in the region.

Writing skills are required to prepare position papers, briefing notes and presentations to senior management and senior officials of external stakeholder organizations to explore and advance positions between the department and its partner organizations on complex strategic economic policy issues and developments to which the department must develop a response.

**Knowledge of Specialized Fields (Skill)****Degree: 4 Points: 55**

The work requires knowledge of the theories, principles, practices, and methodology of statistical science to manage the implementation of departmental statistical and survey standards and methodologies that can meet professional review and challenge by national and international peers and stakeholders; to manage research into strategic data requirements of a region; to manage the collection, processing, analysis, interpretation, storage, and distribution of statistical data by all sectors used as the evidential basis for economic policy research and analysis to identify the future prospects of the region's fishery and aquaculture sectors on the local economy; and to develop recommendations on new policy or program initiatives based on authoritative statistical data and valid interpretations and inferences that can be drawn from those data.

The work requires knowledge of the principles and methodology of public economics, public finance, or political economy and international economics to provide advice on the validity of the methodology used in the collection, processing, and assembly of the statistical data used as the evidential basis for the development and/or provision of advice concerning the impact of government (federal and provincial), domestic and international policy, program, or legislative/regulatory initiatives and developments on the region's economic and social development and resource management, as well as on the department's programs in the region.

**Contextual Knowledge (Skill)****Degree: 4 Points: 60**

The work requires knowledge of the department's business lines and organizations, programs, policies, legislation and associated regulations. Knowledge is required of federal/provincial memoranda of understanding, international treaties and their relationship with other federal, provincial/territorial governments, and non-government organizations, First Nations and other Aboriginal and community groups, and industry associations in order to carry out interdepartmental consultations on statistical standards and methodologies; the collection, interpretation, analysis, application of data, processing, interchange and management of statistical data; the provision of advice to other departmental organizations in the region and their external partner organizations on the availability and limits of statistical data; and/or to facilitate departmental statistical initiatives that can be integrated with horizontal government statistical plans and priorities.

**Research and Analysis (Skill)****Degree: 4 Points: 120**

The work requires developing policies and frameworks to govern the collection, processing, analysis, storage and distribution of statistical data by all departmental sectors in the region. There is a requirement to develop and implement new methodologies, statistical evidential data concepts and definitions, and new and modified data sources, and to create or adapt new criteria and techniques. This results in improved testing, editing, and verification of collected and reported data in response to changing data and systems requirements and improves data collection, processing, and interpretation. Data are used by division staff, economic and policy researchers, program managers and others in provincial government, private industry and academic organizations.

The work requires planning, developing, and delivering a comprehensive program of complex ongoing research in a region by implementing the department's statistical renewal initiatives, standards and methodologies.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires sitting at a desk using a computer or telephone to conduct reviews of statistical research and statistics collected, preparing documents and communicating with others.

The work requires sitting in meetings for extended periods of time, bending and reaching to obtain materials, and carrying bundles of documents or a laptop computer and projector to meetings.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

As necessary, the work requires reviewing presentations or draft statistical standards or methodology documents prepared for senior management or for representatives of other departments or governments to ensure that specific words or symbols are either included or excluded as appropriate under the circumstances.

**Working Conditions (Working Conditions)****Degree: 2 Points: 8**

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the region on a regular basis, and occasionally travelling between the base office and other regions across Canada. This involves long-distance travel and layovers to attend meetings and conferences.

## Benchmark 13: Senior Program Evaluation Analyst

**Point Rating:** 5/90, 3/50, 5/100, 4 /55, 5/80, 4/120, 1/3, 1/2, 1/5 (**Total: 505 pts**)

**Level:** EC-06

### Organization Context and Summary

Reporting to the Manager of Program Evaluation within a medium/large department's Program Evaluation Directorate, coordinates multidisciplinary teams involved in the conduct of policy and program evaluations in compliance with the Treasury Board Secretariat's Policy on Results and related directive. Within that framework, the position is responsible for the provision of advice, information and recommendations to line and functional managers and other senior management of the department/agency. Recommendations and advice are used to inform decision making and to ensure timely, strategically-focused, objective, evidence-based information on the relevance and performance of departmental/agency policies, programs and initiatives.

### Duties

- Coordinates and manages the activities of multidisciplinary project teams, combining departmental/agency and external resources to evaluate the relevance and performance of existing programs, policies and initiatives and to provide advice to line and functional managers and senior management.
- Consults with the Manager, Program Evaluation and departmental/agency program managers to discuss and recommend the project objectives, scope and approaches to be utilized, to confirm timing and resources required for studies and projects, and to negotiate and secure agreement on courses of action and activities to be undertaken.
- Initiates and coordinates complex studies and projects involving the department/agency and other government departments (OGDs), partners and stakeholders; identifies project activities and studies techniques to be applied; estimates human and financial resource requirements and makes recommendations to the Manager Program Evaluation; schedules and assigns activities; coordinates and monitors the work to ensure project objectives are met; and manages the design and adaptation of data collection tools to meet project objectives.
- Plans, manages and coordinates economic and socio-economic analysis of departmental/agency programs to evaluate their effectiveness against organizational strategic objectives and priorities. Manages the selection of methodologies for evaluation studies such as cost-benefit analysis, and manage the application of analytical tools, including statistical analysis and qualitative analysis of data.
- Leads research to assess current and future requirements for statistical data; conducts analyses of conclusions on a broad range of studies, and provides advice and recommendations to senior departmental managers and subject matter experts concerning changes or improvements to departmental/agency policies strategic plans and programs as well as redesign of programs based on the results of those studies.
- Develops evaluation reports, briefings and presentations outlining the results of evaluation studies; develops options, strategies and recommendations and provides advice to the management team to improve the effectiveness of policies, programs and services.
- Consults with representatives of OGDs, other levels of government, partners and stakeholders on studies and evaluation projects to be undertaken jointly. Represents the department/agency and the Evaluation Directorate at meetings, on committees and working groups to discuss approaches to discuss and share best practices, tools and approaches.

### Decision Making (Responsibility)

**Degree: 5      Points: 90**

The work requires latitude to analyze, identify and propose project and study objectives and techniques and recommend approaches to senior program managers, participating OGDs and partners in joint evaluation projects carried out by multidisciplinary teams; to propose timelines and resources for various projects and studies; and to plan and coordinate economic and socio-economic analyses of programs to evaluate their effectiveness against organizational strategic objectives. Recommendations and options provided to senior management influence departmental policy and program development, changes and improvements to departmental/agency health strategies, and the efficiency and effectiveness of departmental policies and programs.

**Leadership and Operational Management (Responsibility)****Degree: 3 Points: 50**

The work involves planning, managing and coordinating the work of departmental committees, project teams, and working groups on an ongoing basis including departmental employees, consultants and leading interdepartmental projects and working groups. The work involves identifying and analyzing the human and financial requirements for project teams as well as assigning tasks and monitoring progress against timelines. The work involves developing the terms of reference for contracts, recommending contract services and providing input into financial planning for the Evaluation Directorate.

**Communication (Skill)****Degree: 5 Points: 100**

The work requires presentation and negotiation skills to obtain co-operation of departmental managers on the establishment of objectives and approaches, schedules and resource requirements for program evaluations and studies. There is a requirement to adapt complex information contained in reports when explaining the findings of studies to managers. There is a requirement to explain evaluation study conclusions to senior management, departmental decision-making committees and stakeholders to gain acceptance of recommendations concerning changes or improvements to departmental policies and programs as well as the redesign of programs based on studies conducted. The work involves consulting with officials at central agencies to exchange and negotiate the types of information required for program evaluation, resolve problems and to represent the views of the department/agency.

**Knowledge of Specialized Fields (Skill)****Degree: 4 Points: 55**

Knowledge of the theories, principles and practices of economics, sociology, social science, demography and statistics to plan, direct and coordinate studies related to the evaluation of programs, policies and procedures in order to determine their effectiveness when measured against the department's strategic objectives; formulate and provide recommendations on departmental policies; and direct the application of statistical and quantitative analysis. The work requires knowledge of the theories, principles, methodologies, standards, practices and tools associated with program evaluation, definitional devices (logic models, comparative analyses, profiles and case studies) and data collection instruments (focus sessions, interviews, surveys) to plan, design and select appropriate approaches and methodologies to conduct specific evaluations. Knowledge is also required of theories, principles and techniques of research required such as hypothesis formulation and validation; model design and interpretation; experimental and comparative study designs; surveys, simulations, interviews, focus groups, file reviews and case studies; statistical sampling and cost-benefit analysis; and computer-assisted analytical packages.

**Contextual Knowledge (Skill)****Degree: 5 Points: 80**

The work requires knowledge of the department's/agency's mandate, vision, business lines, program structure, and organizational hierarchy to identify evaluation issues and manage program evaluations, direct the provision of meaningful results on individual program evaluations, and provide input into strategic and operational business plans. The work also requires knowledge of central agency policies and guidelines concerning program evaluation to recommend the objectives and approaches to program evaluations and negotiate with central agency officials concerning the information required for evaluation. The work requires knowledge of other federal department programs that are affected by, or have an impact on departmental/agency programs and policies. The work requires knowledge of the interrelationships of departmental programs with those of other government departments and interlinkages with programs of provincial and territorial governments in order to understand and evaluate the context in which the departmental/agency programs operate and to collaborate on, manage and coordinate interdepartmental evaluation studies and projects. Knowledge is required of emerging trends and developments in the Canadian private sector, academia and non-governmental organizations as well as the programs of foreign governments in order to facilitate appropriate analysis and evaluation implications. Knowledge is required of government and departmental regulations, policies and legislation as they apply to evaluation program activities, issues, processes and methods to understand the impact of legislation, regulations and interrelationships with other federal/provincial/territorial legislation as a basis to recommend changes to legislative, regulatory, program and policy instruments.

**Research and Analysis (Skill)****Degree: 4 Points: 120**

The work requires both quantitative and qualitative research and analysis skills to direct the assessment and selection of methodologies (cost-benefit, comparative analysis) and analytical tools (statistical analysis, qualitative analysis) for evaluation studies. The work involves determining the need for new analytical methodologies, systems and approaches to

support program evaluation studies and designing, developing, testing, modifying and applying new data collection tools, techniques and methods to meet requirements of unique projects. The work requires managing the analysis and synthesis of information and data collected from a variety of sources and methods (surveys, interviews, literature reviews, program documentation, operational data, statistical databases and reports) and, based on analyses, formulating conclusions and options on policy/program effectiveness, and developing options and recommendations for improvement.

**Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires sitting at a computer station to read, write and analyze data and information. This may cause eye strain.

**Sensory Effort (Effort)**

**Degree: 1 Points: 2**

The work involves using senses to identify differences in data and documents that are easy to perceive.

**Working Conditions (Working Conditions)**

**Degree: 1 Points: 5**

The work is performed in an open office environment with exposure to office noise and involves tight deadlines and time constraints, multiple and concurrent client demands, conflicting priorities, involving internal and external clients and stakeholders. Occasional travel is required.

## Benchmark 14: Advisor/Economist

**Point Rating:** 6/125, 3/50, 5/100, 4/55, 4/60, 4/120, 1/3, 1/2, 2/8 (**Total: 523 pts**)

**Level:** EC-06

### Organization Context and Summary

The work is situated in a central agency-type organization or department with a centralized economic policy mandate. Reporting to a managerial level position, this position involves conducting complex, policy-focused economic, fiscal, tax, and socio-economic research, analysis and evaluation concerning the Canadian economy, federal government policies and legal frameworks; and analyzing significant multi-dimensional, interdepartmental, intergovernmental and international files or issues to develop policy positions, advice, recommendations and options for senior management, the Deputy Minister and the Minister.

### Duties

- Conducts economic and/or socio-economic analysis and evaluation concerning complex, multi-dimensional and interrelated economic, fiscal, tax, or socio-economic research studies and projects; identifies, situates and integrates emerging issues, discerns and projects their impact on the broader policy and legal framework of the government, and contributes to the development of horizontal policy and policy frameworks.
- Manages specific files/issues and analyzes the effect of policy strategies and positions on files/issues and initiatives; leads and organizes studies and multi-stakeholder working groups; formulates policy positions and strategy options; develops policy proposals, recommendations and advice, situating proposals and required decisions in the appropriate economic, social, tax, and fiscal policy context to guide senior management decisions in accordance with government priorities, and policy and fiscal frameworks; provides opinions on performance of programs and services in other government departments.
- Develops, analyzes, writes and prepares input for the federal Budget and Economic Update, policy proposals and position papers, Cabinet briefing notes, legislation and regulations, reports, presentations, speaking notes, and correspondence for senior management.
- Advises and briefs the Minister, Deputy Minister, senior officials, other levels of government, non-governmental organizations and the private sector on national and international policy and economic positions, strategies and objectives.
- Recommends data/information requirements and policy research/study, approaches, analytical methods and objectives; and organizes studies; develops databases, models, other analytical tools for use in policy analysis and economic and fiscal forecasting. Establishes a network of contacts and partnerships with counterparts in various central agencies, federal, provincial and international governments, domestic and international non-governmental organizations, the private sector, and other organizations and key players, to develop a broader and integrated perspective on the relevant policy framework and government priorities.
- Supports and negotiates the implementation of agreements/mechanisms and contributes to new corporate initiatives and management reforms. Represents the department on interdepartmental, intergovernmental, international and multilateral working groups and formulates strategic policy directions, presents, negotiates and advances policy positions and initiatives.

### Decision Making (Responsibility)

**Degree: 6      Points: 125**

The work requires latitude to develop horizontal policy options for interdepartmental, federal, intergovernmental, international policy by providing rigorously accurate and relevant data, research results, risk analysis, and expert recommendations from a technical and/or a subject matter perspective. Recommendations have an impact on Cabinet Committee deliberations, federal Budgets and Economic Updates, departments and portfolio agencies by guiding senior-level decision making in accordance with government-wide priorities and fiscal frameworks. Makes recommendations on the department's responses within a designated portfolio area for decision-making by senior management, departments and for various interdepartmental, inter-governmental, and international fora tasked with shaping legislation, regulations, policies and programs.

Decisions include interpreting and expanding from general policy direction in proposed or existing legislation and the analysis, development and implementation of strategies, policies and regulations that integrate technical and cross-sectoral policy issues and meet broad government objectives. The work involves responding to strategic issues and evaluating and conducting comparisons of economic, fiscal, tax, and social performance, which involves a high level of risk analysis.

### **Leadership and Operational Management (Responsibility)**

**Degree: 3 Points: 50**

Leads and organizes studies and multi-stakeholder working groups, monitors and evaluates progress, specifications and time frames of individual projects/files. Provides a corporate challenge function on the full range of program design, delivery and resourcing proposals, and develops innovative funding alternatives and revenue management options related to horizontal policy/programs and submissions to Cabinet. Determines the need for contractors and establishes terms and reference specifications and develops Requests for Proposal (RFPs). Coordinates work performed by independent contractors, monitors performance, reviews preliminary results and drafts, provides feedback; safeguards information, databases and documentation to prevent the unintended release of information.

### **Communication (Skill)**

**Degree: 5 Points: 100**

Communication skills are required to develop, draft and present complex, strategic documentation/information and contribute to communication strategies and/or legislation; negotiate and implement agreements/mechanisms with governmental, intergovernmental and non-governmental organizations, and collaborate with private sector representatives and technical experts; represent the federal government and broad Canadian interests in a variety of fora, such as presenting and advancing policy positions and initiatives and protecting federal interests; represent the department as a subject matter expert on interdepartmental and intergovernmental committees/working groups, and in Canadian delegations at national/international conferences, meetings and negotiations; deliver advice, briefings and recommendation to senior officials within the department and in other government departments on a wide variety of complex multi-dimensional and interrelated economic, fiscal or socio-economic research studies and projects and related programs and services. Communications skills are required to foster co-operation with and gain agreement from stakeholders. Writing skills are required to adapt highly complex material and transform technical language into comprehensive explanations stated in plain language.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 4 Points: 55**

The work requires knowledge of theories, principles, concepts and techniques of economics, socio-economics and social sciences, and knowledge of international trade, intergovernmental fiscal arrangements, tax rights, public finance, analysis, and legal frameworks. The work requires knowledge of the principles, techniques and practices of policy and issues analysis, strategy development, and briefing; the methods, techniques and practices of economic, socio-economic research; and the techniques and practices of public administration and management.

This knowledge is essential in order to conduct complex economic, fiscal, tax, or socio-economic analysis, research studies and projects, including developing long-term outlook and policy, and to advise and brief the Minister, senior officials, other levels of government, non-governmental organizations, and the private sector on federal and international policy positions, strategies and objectives.

### **Contextual Knowledge (Skill)**

**Degree: 4 Points: 60**

The work requires knowledge of relevant structural and institutional characteristics of the Canadian economy; relevant federal departmental mandates, legal frameworks, program structures, key contacts, resource profiles and the policy framework in which they operate; the particular horizontal policy/program/regulatory portfolio, operating and market environments, and knowledge of relevant social, economic and cultural issues within the area of specialization; the interests and agendas of the private sector in order to engage in consultations and provide advice to the Minister on policy responses, including legislative changes; national and international emerging trends relative to the specialization within the portfolio area, the regulatory environment and priorities of various levels of government, and federal interests and a wide variety of subject matter-related laws to conduct research and develop succinct analyses that situate proposals and required decisions in the appropriate economic/social policy and fiscal context.

**Research and Analysis (Skill)****Degree: 4 Points: 120**

The work requires skill, initiative and creativity in order to conduct multi-dimensional and interrelated studies, research and analysis related to complex issues and multi-stakeholder relations in harmony with overarching government goals and policy objectives, and broad Canadian interests.

The work involves acting as liaison with stakeholders who are in control of a broad range of data sources and integrating a wide variety of analytical work originating from across government, among academic, research and economic policy institutions, nationally and internationally, and from the private sector in to a useable data set for policy analysis. The work involves developing an integrated and expert knowledge base in order to conduct research, analysis, projects and initiatives; monitor and identify emerging trends in Canada and other jurisdictions; assess and address the effectiveness and efficiency of policies and programs consistent with government priorities, directions and environmental constraints; and develop advice and expert policy analysis to directly influence decisions by senior government officials.

The work requires intellectual insight and effort when developing innovative, tax, fiscal, economic, statistical and other research methodologies, including forecasting and modelling. Research methods are adopted depending on the unique circumstances, the research objective and the complexity of analysis required. This involves determining the relevance, relationships and validity of data, policy arguments and legal precedents from multiple, diverse sources and stakeholders. It results in the formulation of departmental and GOC negotiating positions including making recommendations on program, policy, legislative and funding issues for senior management and officials. The work involves analysis and developing options and strategies for multi-dimensional, interdepartmental, intergovernmental, national and international policy and relations, which requires skill in interpreting and evaluating intelligence gathered from a wide variety of individuals, organizations and published and unpublished sources; synthesizing and integrating information. Research is focused on identifying serious gaps in information and developing remedial measures. Risk assessments are conducted of options for new and emerging proposals, and recommendations are made on the most cost-effective course of action.

Skill is required to ensure that complex statistical findings and analysis are accurate and properly conveyed to senior decision makers in order to avoid erroneous interpretation or costly misinterpretation of critical data; and to study and report on unfavourable qualitative data and influence acceptance of conclusions drawn from that data.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires physical effort when sitting for prolonged periods in front of a computer monitor and working with paper documents.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

The work requires eye focus when reviewing detailed information and data and visually scanning long documents. Also, the work requires concentration in order to easily detect perceived differences and anomalies in words.

**Working Conditions (Working Conditions)****Degree: 2 Points: 8**

The work is conducted in a standard office environment. It routinely involves juggling multiple and conflicting priorities and responsibilities, unanticipated overtime and stress associated with delivery of policy options on urgent or priority basis. Errors in judgment carry potentially serious consequences (such as flawed strategic plans, policies or programs with horizontal impact across government). May undertake extended travel, including to remote locations. There are occasional challenging confrontational situations with uncooperative colleagues or stakeholders.

## Benchmark 15: Expert Paralegal

**Point Rating:** 5/90, 3/50, 6/140, 4/55, 4/60, 4/120, 2/4, 1/2, 2/8 (**Total: 529 pts**)

**Level:** EC-06

### Organization Context and Summary

Reporting to counsel or a team leader or senior level manager in the host department, manages a section or leads a legal support team to deliver paralegal services (advisory/litigation counsel) to the counsel, and/or directly to the client department(s). Delivers full legal technical support services to counsel regarding cases/files/projects of low to high and mega complexity; has full autonomy to manage assigned activities of high complexity in cases/files/projects. Member of management team for cases/files/projects; has full autonomy in managing administration and operational matters in cases/files/projects. At this level, the work includes national operational responsibilities.

### Duties

- Conducts expert legal research and difficult analysis on a variety of rare legal issues in numerous areas of law where precedents do not normally exist and are not readily accessible. Prepares summaries and recommendations.
- Manages the organization of sensitive and/or confidential documents, information and data for case files.
- Conducts activities of high complexity pertaining to cases/files/projects.
- Supervises the administration of complex cases/files/projects and develops alternate operational strategies. Has autonomy to independently administer cases/files/projects of medium complexity for which there are no precedents. Acts on behalf of clients and/or assists counsel during legal proceedings in the judicial system.
- Makes recommendations to senior management and counsel on national trends, legal and operational matters and the impact of new or amended legislation policy.
- Provides authoritative technical advice and interpretation for contacts on various operational issues.
- Provides operational advice on innovative techniques for the management of the practice of law and paralegal services nationwide.
- Trains paralegals in service delivery at the national level; coaches and mentors co-workers.
- Manages and/or has operational responsibility for human and financial resources and project teams.

### Decision Making (Responsibility)

**Degree: 5 Points: 90**

Manages the administration and operational issues of a case/file/project with the assigned legal counsel; acts as contact point between parties, manages a high volume of documents and recommends the best course of action; negotiates resources; produces first draft of legal opinions for examination by the counsel; manages the team; finds expert witnesses; coordinates the preparation and handling of legal documents. Defines and develops processes, approaches and alternative strategies based on the political, social and operational implications affecting the case/file/project. Cases/files/projects of medium complexity include identifying requirements for research and analysis, disclosure, organizational resources, analyzing requests, consolidating acts, developing arguments, attending meetings, negotiating settlements and developing recommendations intended for clients, counsels, and/or investigative bodies. Acts on behalf of clients (small claims court, tax court, summary trial court, judgment debtor examination and administrative tribunals) and/or assists counsel during legal proceedings in the judicial system.

Impact of recommendations or decisions may affect policies, regulations and operations of the client department relating to socio-economic aspects of Canadian society. Cases may involve many players and complex issues which have an impact on international law and, indirectly, international relations. Overall, the recommendations/decisions contribute to the outcome. Provides authoritative technical advice and opinions and interpretation for clients, counsel, paralegals and support staff, legal service providers, interested parties, and investigative bodies on law enforcement, common/civil and/or criminal law. Applying legal methods and search techniques, management of operational matters, work processes, database development and rules and procedures of various judicial systems. Monitors and identifies emerging issues, trends and changes in policies and statutes in order to minimize the impact on cases/files/projects. Provides advice and recommendations to senior management and/or counsel on national trends, legal and operational issues, management of

legal practices and the impact of new or amended laws and policies. Provides strategic and operational opinions regarding development of innovative techniques for managing information and systems.

### **Leadership and Operational Management (Responsibility)**

**Degree: 3 Points: 50**

Manages a section/staff or leads a legal support team established to work on a case/file/project; plans and assigns duties. Coaches and mentors co-workers in online research, specialized legal software, and administrative and legal processes. Provides nationwide training to co-workers, client departments, legal service providers and investigative bodies in the provision of activities and paralegal services and legal processes related to their mandate. This includes identifying training requirements and developing, organizing and delivering relevant and timely training, as well as professional development workshops intended to increase legal knowledge and techniques relating to the practice of law. Manages the financial resources allocated to a case/file which includes identifying resource requirements, planning spending, calculations and estimates, and overseeing and controlling expenditures. Negotiates professional fees with attorneys and witnesses and verifies, attests to and accounts for statements of professional fees and services submitted by legal service providers and opposing counsel and prepares contingent liability reports and ensures that amounts owing to the Crown in cases/files/projects are collected. Makes recommendations to counsel and/or clients regarding the amounts claimed, and, if necessary, has costs fixed by the court. Has custody of and is responsible for personal computer/laptop associated peripherals, databases, documents, office furniture, equipment and materials used to perform own work.

### **Communication (Skill)**

**Degree: 6 Points: 140**

The work requires that contacts are made with departmental colleagues, client departments, police, law enforcement agencies, witnesses, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities, and the public to clarify a variety of issues, obtain information, provide advice, investigate requests, discuss legal issues and/or negotiate settlements. Communication skills are required to defend positions, advance arguments and influence stakeholders in accordance with the government's mandate. This includes drafting legal documents, questioning witnesses, taking part in negotiations, developing arguments for submission to counsel or clients, negotiating settlements, presenting facts and arguments to the court and exchanging information, explaining and reformulating legal processes/procedures and responding to questions from others.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 4 Points: 55**

The work requires knowledge of legal theories and principles and in-depth knowledge and strong skills in applying legal methods and techniques. Skill is required in order to summarize laws, jurisprudence, technical, scientific and other reports on a variety of rare legal issues where precedents do not normally exist.

### **Contextual Knowledge (Skill)**

**Degree: 4 Points: 60**

The work requires knowledge of the Canadian judicial system and civil or criminal rules and procedures governing the operation of every level of court and its structure relating to the specialized area of practice; and an in-depth knowledge of the mandate, structure, policies and culture of law enforcement agency, client department, related government organizations and/or other organizations (national and international) whose interests are pertinent to the case file/project. Skills are required to organize legal support teams and to monitor and keep documents, information and data for cases/files/projects. Knowledge of principles and techniques of human resources management is required to supervise staff and/or to provide leadership, and training for co-workers and various other contacts and to sit on committees and work teams. In-depth knowledge of the principles and techniques of project management is required to lead, plan and coordinate activities in cases/files/projects. Skill is required to anticipate potential developments and difficulties that could influence cases/files/projects. In-depth knowledge of specialized legal software and a variety of administrative software programs is required to manage information and documentation related to cases/files/projects, to give operational advice to others and to design databases and update information contained in databases and information systems.

### **Research and Analysis (Skill)**

**Degree: 4 Points: 120**

The work requires research and analysis skills to conduct research and analysis, find missing documentation, inconsistencies and erroneous information, and determine what additional research is required when preparing documentation for cases of high to mega complexity. Advanced skill is required to summarize laws, jurisprudence, and technical, scientific and other expert reports as well as to organize, monitor and maintain documents, information/ data for

cases/files/ projects. The work requires conducting exhaustive research and standard analysis on a number of issues and consolidation of the information in order to recommend an approach to counsel and the client. Some precedents may exist, but every case has its own research and data collection requirements. Administering cases/files/projects may require changes and responding promptly by analyzing the new situation, and preparing a new recommendation for the counsel, client department or investigative bodies. The complexity often increases owing to unforeseen and conflicting relationships between statutes, regulations and organizational policies. Analyzes and interprets data and information to anticipate possible developments and difficulties and manages related risks. Issues that arise are submitted to the counsel with recommendations for resolution. Managing activities of medium complexity and/or specific activities in cases of high to mega complexity requires organizing a large volume of data sensitive in nature, making it more difficult to obtain documents from a wide variety of sources and identify the best course of action to take. Provides input into the development of information management systems.

**Physical Effort (Effort)**

**Degree: 2 Points: 4**

The work requires physical effort when sitting for long periods to participate in meetings and when working in an office. This is a frequent requirement and time involved can range from 1-8 hours per day. There is a requirement to carry heavy objects on the way to meetings or to court. Work requires bending and stretching to move boxes of documents (up to 10 kg), and retrieving files and documents and organize documentation for cases/files/ projects.

**Sensory Effort (Effort)**

**Degree: 1 Points: 2**

Work requires occasionally visually scanning documents and data to detect easily perceived differences in words.

**Working Conditions (Working Conditions)**

**Degree: 2 Points: 8**

The physical environment where the work is usually performed is in an open office concept, where there is exposure to noise and poor air/ventilation quality. The work is occasionally conducted in libraries, board rooms and hearing rooms. Often there is no control over the pace of work with multiple requests, interruptions, conflicting work priorities and responding to urgent/competing requests from co-workers, client departments, investigative bodies and counsels. Workload priorities are constantly being revised. Work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals which can lead to long-term health problems and an increase in stress levels.

## Benchmark 16: Manager, Economic or Socio-Economic Policy Research

**Point Rating:** 6/125, 3/50, 5/100, 5/80, 5/80, 5/165, 1/3, 1/2, 2/8 (**Total: 613 pts**)

**Level:** EC-07

### Organization Context and Summary

Reporting to an executive, provides economic and socio-economic policy research, consultation, liaison, coordination, management and advisory services, as the senior specialist responsible for an assigned multidisciplinary policy portfolio to address the implications of national, provincial and international economic developments on the department's policy, or legislation/regulatory initiatives in specific regions or nationally. The work also provides policy, program, and legislative/regulatory or governance options for addressing these implications for the consideration of the Regional Directors, ADMs, the Deputy Minister and Minister, for Cabinet and Treasury Board.

### Duties

- Serves as senior economic policy advisor for an assigned complex economic or strategic policy area to the senior management of the department (regionally or nationally) on the economic and socio-economic impact of federal government, provincial government, and other domestic and international policy, program, or legislation/regulatory initiatives and on the current and future viability of departmental policies and programs.
- Plans and directs a comprehensive program of complex ongoing research into sustainable socio-economic development, economic, scientific, and resource policy, and legislation and regulatory frameworks in one or more regions of Canada and internationally; identifies strategic economic, legislation/regulatory, or other trends and issues arising for departmental policies; coordinates the development of the economic and scientific evidential basis for policy, and legislative/regulatory initiatives, to address government-wide horizontal economic or socio-economic strategic policy issues that have been identified in collaboration with departmental organizations, other federal government departments, interdepartmental organizations and provincial governments.
- Represents the department, regionally or nationally, in consultations with other federal government departments, provincial governments, foreign governments, First Nations representatives, academic institutions, and private-sector for-profit and non-profit organizations to address contentious issues and negotiate the terms for the implementation of multilateral or bilateral agreements.
- Manages a unit of professional and support employees including both human and financial resources; plans, leads, coordinates, or manages multidisciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working groups.

### Decision Making (Responsibility)

**Degree: 6 Points: 125**

The work requires making decisions on authorizing research to be undertaken to identify the implications of national, provincial and international economic developments on policy or legislation/regulatory initiatives for departmental policies and programs in specific regions, nationally, or internationally. This involves studying issues and making strategic decisions, which, when combined together, raise multiple issues that are generally interrelated, are complex in nature, and involve multiple natural and social science disciplines. Resulting insights are sensitive in nature given that policy and legislation/regulatory issues invariably involve overlapping jurisdictional issues. Owing to the complexity of the issues addressed, precedents do not generally exist, and risks can only be predicted. The decisions taken will influence the evidential basis for policy or legislation/regulatory options identified and put forward to senior management, the Deputy Minister and the Minister. The decisions on which policy or legislation/regulatory options to put forward will influence a number of interrelated areas including private industry affected and legislation/regulatory changes, First Nations, relations with provincial governments whose economies and legislation/regulations are impacted. Relations with foreign governments may also be affected by proposed changes. The decisions with respect to the research undertaken will also influence future economic and socio-economic policy research and methodology.

### Leadership and Operational Management (Responsibility)

**Degree: 3 Points: 50**

The work requires managing a unit of professional and support employees, including producing business plans and budget forecasts for the unit and its projects and managing the achievement of business objectives within the authorized budget. This includes hiring and developing staff and managing in accordance with financial and human resource

management policies and directives. The work involves planning and managing departmental, interdepartmental or intergovernmental and government-industry/First Nations project teams or working groups on economic or socio-economic policy issues or initiatives covering a broad range of interrelated subject matter or inter-jurisdictional responsibilities where participants may have conflicting goals or objectives, including producing business plans and budget forecasts for such project teams or working groups, negotiating contributions to the project teams or working groups from participating organizations, and managing the achievement of business objectives within the authorized budget.

### **Communication (Skill)**

**Degree: 5 Points: 100**

The work requires representing the branch or the department in regional, national, or international consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private-sector organizations to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral agreements. Writing skills are required to distill complex research and policy issues into briefs to explore, advance and reach possible consensus on positions between the department and its partner organizations or to complex strategic economic policy issues and developments to which the department must develop a response in collaboration with other organizations.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of the theories, principles, and methodology of both macro-economics and micro-economics and their interrelationship with a number of fields of social sciences including sociology and political science in sufficient depth to direct or carry out complex and in-depth statistical and qualitative studies. This knowledge is required to demonstrate and comprehend the micro-economic and macro-economic implications of policy approaches and options in relation to the industries, policies, programs, and legislation/regulations that form and influence the development and management of sustainable fisheries and aquaculture industries, healthy and productive aquatic systems, and safe and accessible waters as well as integrated oceans management. The work also requires knowledge of the theories, principles, practices, and methodology of statistical science as applied in business statistics, statistical surveys, and other statistical analysis of the fisheries and aquaculture industries, species at risk and fisheries habitat. The work requires knowledge of methodology of public economics, public finance, or political economy and international economics in order to enhance the future prospects of the fisheries and aquaculture and marine sectors of the Canadian economy and to develop recommendations on the need for new or restructured institutions, governance structures, and policies, or their elimination, that are based on authoritative research conclusions.

### **Contextual Knowledge (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of the business lines/organizations, programs, policies, and legislation of the department and regulations, related legislation, Federal/Provincial Memoranda of Understanding, International Treaties (e.g., International Pacific Halibut Convention, Canada/US Salmon Treaty) as they inform departmental policies, programs, legislation/regulations. The work also requires knowledge of the activities of member organizations and business lines, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for studies, and provide advice on the implications of studies for the department regionally or nationally, and its activities, policies, legislation/regulations, and to provide options for possible legislative or regulatory change.

The work studies the interaction of corporate goals with the Canadian economy as a whole, and measures the impact of changes in the Canadian economy on products of the fisheries and aquaculture industries, on oceans and navigable waters segments of the Canadian economy.

### **Research and Analysis (Skill)**

**Degree: 5 Points: 165**

Undertaking unique and complex, in-depth studies or surveys in an assigned strategic policy area requiring a multidisciplinary approach to economic policy. Skill is involved in reviewing the interaction of interrelated factors incorporating a number of subject matter areas including economic, socio-economics, scientific, and resource policy, program, legislative/regulatory analysis. Research and analysis is used to refine policy objectives and establish the relevant terms of reference and to identify strategic economic, legislative/regulatory, or other trends and issues impacting

on the continued effectiveness of the department's policies or its enabling legislative/regulatory regime. The work also involves developing, through sound, innovative application of recognized forms of quantitative and qualitative analysis, options that provide the evidential basis for advancing and developing policy frameworks, identifying policy or legislative/regulatory deficiencies, and new and innovative policy or legislation/regulatory initiatives targeted to address these deficiencies that are closely linked to the federal government's horizontal policy agenda.

**Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meetings for extended periods of time, bending and reaching to obtain materials, and carrying bundles of documents or a laptop computer and projector to meetings.

**Sensory Effort (Effort)**

**Degree: 1 Points: 2**

The work requires reviewing all presentations or draft policy documents prepared for senior management that may be shared with stakeholders to ensure that specific words or symbols are either included or excluded, as appropriate under the circumstances.

**Working Conditions (Working Conditions)**

**Degree: 2 Points: 8**

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities. The work involves travelling within the position's region on a regular basis, long-distance travel between the base office and other regions across Canada or internationally and on occasion involves long-distance travel requiring layovers and/or lengthy periods in a hotel during negotiations or conference deliberations.

## Benchmark 17: Chief, Analytics and Data Systems

**Point Rating:** 6/125, 4/90, 6/140, 5/80, 5/80, 5/165, 1/3, 1/2, 2/8 (**Total: 693 pts**)

**Level:** EC-07

### Organization Context and Summary

Reporting to an executive, conducts economic studies, research projects and statistical analysis of national and international patterns related to transportation, safety and security of motor vehicle use and related road-safety issues.

### Duties

- Directs economic studies, investigations and research projects for the collection and analysis of data that will contribute to improved safety in the operation of motor vehicles on Canadian road systems.
- Studies trends in the interrelationship among economic, socio-economic, technological and psychological factors that contribute to road collisions.
- Directs through senior statisticians the management of national and client-specific databases that record incidences of fatalities, injuries and property damage resulting from motor vehicle accidents, and promotes the development of user-friendly data access protocols.
- Directs and coordinates the economic evaluation of new federal regulations and standards, or proposed amendments thereto, that will govern motor vehicle construction and use, following accepted Regulatory Impact Analysis (RIA) guidelines.
- Manages the design, development and application of statistical techniques, methods and approaches for the creation of performance measurement frameworks for initiatives such as effectiveness evaluations of strategies and regulatory initiatives.
- Manages the activities of the Analytics and Data Systems Division, including accountability for its human, financial and material resources.
- Leads or participates in a variety of intra-group or interdepartmental committees, task forces and study groups directed towards the development of safety-related, environmental, socio-economic, technological, management and related information bases, standards and education programs.
- Represents the department or Canada at national and international conferences as the departmental expert on the results of studies, investigations and research projects that contribute to motor vehicle safety.

### Decision Making (Responsibility)

**Degree: 6 Points: 125**

Manages independent and collaborative economic studies, research projects and surveys on national patterns to develop new information databases related to transportation, safety and security of motor vehicle use and related road safety issues nationally and internationally; edits, critiques and provides direction to staff in the analyses of complex information, databases and project findings and approves interpretive conclusions and recommendations for the Directorate and Branch management; approves and edits discussion papers, frameworks, strategy documents, interpretive correspondence, and technical reports prepared by staff to outline, explain and defend recommendations, proposals, results of research, studies and trends analysis. The work requires identifying major shortcomings or deficiencies in existing departmental databases relating to road safety and taking appropriate action to rectify, upgrade or supplement holdings; providing information, advice and recommendations to senior management, the Minister and other government officials on economic studies, research projects and statistical analysis of national and international patterns related to safety and security of motor vehicle use and related road-safety issues in order to determine strategic directions, program implications and to defend federal directions.

Manages national and client-specific databases that record incidences of fatalities, injuries and property damage resulting from motor vehicle collisions. This information is used by provincial and territorial officials, special interest groups, industry associations, national public-safety organizations and international economic committees and organizations to identify, analyze and evaluate road safety issues of priority concern and to develop programs to address these issues. The work requires negotiating, approving and managing contracts with private-sector consultants, establishing technical specifications and study parameters, monitoring results and approving payment in accordance with departmental directives.

This information has substantial influence on the development of road safety legislation, regulations, programs, policies, and motor vehicle standards. Information is provided to senior management and external clients and is used to determine strategic directions, the need for supporting legislation or regulations and implications on existing or proposed programs.

### **Leadership and Operational Management (Responsibility)**

**Degree: 4 Points: 90**

Plans, directs and coordinates the work of professional staff, sets Division objectives and goals, establishes priorities, reviews work for conformity to accepted professional standards; evaluates performance and provides constructive feedback; acts as the first step in the grievance process; ensures that staff are exposed to learning opportunities to keep them relevant in their field of expertise; identifies training and development opportunities and participates as part of the management team in recruiting professional, skilled and experienced employees and establishes a human resource plan to respond to organizational change and the need for new staff competencies to ensure that the department's mandate can continue to be carried out; chairs national inter/intra-departmental committees and leads short- and long-term multidisciplinary study groups and project teams comprised of government and contract resources involved in a variety of research studies. Activities include defining and approving project plans and objectives; directing and developing methodologies to be applied; monitoring the work; and providing direction throughout the various phases. The work requires full responsibility for the management of a responsibility centre budget and involves recommending resource levels and allocating funds within approved budget; planning, monitoring and reporting on spending for program projects and operations and for the purchase of supplies, official business travel, report reproduction, and miscellaneous expenditures in accordance with the Financial Administration Act and departmental directives.

### **Communication (Skill)**

**Degree: 6 Points: 140**

Skills to consult and discuss with representatives of road safety and automobile organizations and other stakeholders in order to seek input into the prioritization of new statistical and socio-economic information relating to road safety. The work also requires communication skills to articulate and make economic and statistical data and analysis results short, concise and easily understood by those outside the field of expertise. There is also a need to present persuasive arguments to secure approval to undertake costly research studies and to influence policies and business directions; to defend the departmental approach to data collection and analysis to determine strategic directions that may require legislative or regulatory action and understand the implications of these studies on existing or proposed programs. Writing skills to prepare, edit and approve complex analytical reports, discussion papers, Regulatory Impact Assessment Statements, frameworks, strategy documents, interpretive correspondence, and technical reports; explain and defend recommendations, proposals, results of research, studies and trends analysis. This information is provided to senior management as well as external clients.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of the theories and principles of statistics, economics, mathematics, and applied mathematics disciplines, such as heuristic algorithms, experimental design, time series analysis, complex survey design/sampling, etc., in order to direct research studies and statistical analyses. The work also requires knowledge of socio-economics, as well as cost benefit and risk assessment techniques to assess the feasibility of proposed studies, investigation and research project and to determine the value to the business lines of the Division. The work also requires knowledge of computers, software, information systems and related databases to oversee input to and the maintenance of data files and associated retrieval programs in microcomputer and PC systems in order to ensure that evaluation methodologies are incorporated and addressed in the design of database programs and to conduct trends analysis, forecasting and to develop reports. Must keep up with the latest developments in economic, statistical and applied mathematical methodologies, approaches, protocols and routines.

### **Contextual Knowledge (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of the department in order to ensure that the Division's activities are in line with the department's mandate, mission, objectives and priorities; to provide advice and guidance to colleagues and senior management on the business lines of the Division; and to make recommendations on new programs, policies and legislative changes based on the results of studies undertaken by the Division.

The work also requires knowledge of other departments in order to share and exchange information or defend the department's approach and to participate in the development of safety-related, environmental, socio-economic,

technological management and related information databases, standards and education programs. Knowledge of contacts in other levels of government (national and international), in the automobile industry, in national public safety organizations and other special interest groups is required in order to study trends in the interrelationships among economic, socio-economic, technological and psychological factors that contribute to road collisions.

The work requires knowledge of the Motor Vehicle Safety Act, the Canadian Transportation Accident Investigation and Safety Board Act and "companion" provincial legislation so that areas of shared responsibility are addressed and national standards are developed and implemented.

The work also requires knowledge of the theories and principles of Canadian public administration to work with various levels of government, at the provincial/territorial levels, where there are jurisdictional issues that must be respected and where there is a need to influence partnerships for the acceptance of the federal direction in road safety.

#### **Research and Analysis (Skill)**

**Degree: 5 Points: 165**

The work requires analytical skills to direct socio-economic studies, investigations and research projects for the collection and analysis of data that will contribute to improve safety in the operation of motor vehicles on Canadian road systems; manage the design, development and application of techniques, methods and approaches for the creation of frameworks for initiatives such as evaluation of the effectiveness of strategies and regulatory initiatives; and determine innovative lines of economic research study or investigation into road safety and related social-behaviour patterns. The work requires conceptualizing new directions for data gathering and translating them into operational plans that enhance economic studies and research projects and statistical analyses of national and international patterns related to safety and security of motor vehicle use and road safety issues. This requires evaluating, analyzing, interpreting facts, identifying critical issues, assessing the implications on the business lines of the division, and summarizing them in reports for internal and external clients.

#### **Physical Effort (Effort)**

**Degree: 1 Points: 3**

The work requires sitting for long periods of time at a computer typing and conducting data research and while reviewing papers, carrying out analyses, verifying methodologies and attending meetings. The work also requires sitting for extended periods on aircraft flights to attend conferences and meetings.

#### **Sensory Effort (Effort)**

**Degree: 1 Points: 2**

The work requires operating a computer keyboard and requires retrieving, manipulating and examining statistical data on a computer screen where accuracy is particularly important as it affects the accuracy of the results. Also, the work requires operating an electronic calculator to perform or verify mathematical/statistical functions.

#### **Working Conditions (Working Conditions)**

**Degree: 2 Points: 8**

The work is mainly performed in an office environment with exposure to glare from a video screen, and sometimes requires domestic and international travel. The work involves preparing high-priority and politically sensitive reports, producing briefing notes, ministerial correspondence, responses to ministerial questions and technical interpretive reports for senior management often within short time frames and competing management deadlines.

## Benchmark 18: Senior Policy Manager

**Point Rating:** 7/165, 4/90, 7/180, 5/80, 6/105, 6/210, 1/3, 1/2, 2/8 (**Total: 843 pts**)

**Level:** EC-08

### Organization Context and Summary

Under the general direction of a senior executive, leads the development of strategies for coordinating and managing approaches to highly complex, cross-sectoral and interdepartmental policy issues and files for the department, other government departments/agencies, industry, and international private and public sector clients and partners, including economic, financial and/or socio-economic policy analyses, studies and research; recommendations and authoritative advice; multi-stakeholder partnerships and relations; and representation of Government of Canada and broad Canadian interests.

### Duties

- Plans, determines requirements, develops, and directs a unit/division staff of professionals and multidisciplinary, departmental and interdepartmental project teams of experts and professionals in the conduct of complex, multi-dimensional and interrelated economic, socio-economic, financial, environmental and/or sustainable development research and studies on complex and technical issues to develop program frameworks and establishes parameters.
- Directs and develops strategic policy and position papers, Memoranda to Cabinet and briefing notes to situate proposals and decisions in the appropriate economic, socio-economic, and environmental context; provides authoritative strategic advice to the Minister, senior officials, other levels of government and non-governmental organizations (NGO), the private sector and foreign interests on national and international policy positions, initiatives and objectives; and, provides technical expertise and leadership to industry and other government departments on market access, investment, legislative and regulatory reform issues and strategies, and international issues, developments and relations.
- Leads the regulatory development process, identifying the need for policy attention, anticipating, initiating and responding to strategic policy issues, directing the analysis, development and implementation of policies and regulations to integrate technical and political issues, and the development of policy responses, approaches and options on matters that have a strategic significance from an industry, economic, financial, political, research and development, trade and foreign policy perspective.
- Formulates departmental negotiating positions for complex issues, and develops and establishes consultative and collaborative mechanisms, key working relationships and partnerships with other government departments, other governments and international private sectors, and client organizations.
- Represents the department and participates in interdepartmental, intergovernmental and international meetings, and on intergovernmental and multilateral working groups to formulate strategic policy directions and articulate issues, present papers, and present and advance the acceptance of policies, positions and strategies; and develops presentations, sensitive ministerial correspondence, and agreements/mechanisms.

### Decision Making (Responsibility)

**Degree: 7      Points: 165**

The work requires leading the regulatory development process, conducting research and analysis, influencing management decisions and providing authoritative recommendations on program frameworks, policy and regulatory issues, options and policy positions for the Minister, senior officials, other levels of government, and non-governmental organizations (NGO) the private sector and foreign interests. Also, the work requires managing the development and implementation of new and complex conceptual and analytical constructs, methodologies and specifications, from a technical and a subject matter perspective, and the coordination of national, bilateral and multilateral policy and relations initiatives. Furthermore, the work requires creating, developing or modifying methodologies, strategies; initiating new approaches, and assessing, monitoring and situating trends and developments, horizontal policy analysis, public policy reviews, and impact, market, comparative, investment and cost-benefit analysis; and evaluating and conducting comparisons of performance. It involves addressing risks of different policy options in a strategic manner and understanding the broad implications of proposed courses of action, liaising with a broad range of data specialists and integrating a wide variety of analytical work originating from across government, among academic, research and

economic policy institutions, nationally and internationally, and from the private sector. Decisions have an impact on the government-wide horizontal policy agenda.

### **Leadership and Operational Management (Responsibility)**

**Degree: 4 Points: 90**

The work requires planning and directing a unit/division, managing and providing direction to a staff of professionals, including determining resource requirements, establishing objectives and priorities, developing work plans, assigning and evaluating work, resolving performance issues, and determining training and development requirements; managing and leading the work of departmental, interdepartmental and international project teams and working groups undertaking policy research and development, on an ongoing basis; and directing the work of consultants. The work also requires planning and managing a unit's/division's budget, determining resource requirements for policy research/studies, and exercising wide latitude in reallocating funds to meet program objectives and priorities, within the parameters of overall policy objectives; conducting risk assessments of options for new and emerging proposals and business plans, making recommendations on the most cost-effective course of action; safeguarding information, databases and documentation to prevent the unintended release of information. Furthermore, the work requires formulating and negotiating policy agreements/mechanisms which can include cost-sharing arrangements, negotiating and awarding costs and professional service contracts, verifying that goods and services are received and securing external funding for activities; it requires approving the expenditure of allocated unit/division/program funds, and recommending to senior management the expenditure of additional funds for special or ad hoc initiatives to meet program objectives and priorities within the parameters of overall policy objectives.

### **Communication (Skill)**

**Degree: 7 Points: 180**

The work requires skills to manage negotiations, partnerships and relationships, major agreements/mechanisms and major national, bilateral and multilateral policy initiatives in partnership on behalf of the department. The work also requires advancing policy positions and initiatives, legislative/regulatory reform and protecting and defending Canadian interests, marketing and defending the policies, programs and initiatives to obtain acceptance or agreement by client organizations; expressing persuasive arguments and positions that are political, sensitive and jurisdictional; presenting recommendations with a full knowledge of the cross-jurisdictional issues involved in policy development; and, significantly adapting highly complex material, regulatory proposals, and technical language into concise and comprehensive arguments/explanations, stated in plain language. The work also requires leading the development and delivery of ministerial correspondence, reports, papers, briefing notes, memoranda to Cabinet, agreements and communication strategies, which requires accurately interpreting requirements, reviewing, analyzing and commenting on papers, economic, technical and scientific reports, studies, and proposals, reconciling differences of opinion/priorities and resolving problems; synthesizing and integrating the raw data to produce accurate conclusions and viable strategies and developing concise presentations; and adapting the presentation to suit the intended audience. The work requires engaging in extensive consultation and advocacy internally and externally, interpreting perspectives/linkages and situating them in a broader context. It also involves delivering comprehensive, strategic and integrated advice, briefings and recommendations to senior officials of the department, other levels of government and non-governmental organizations (NGOs), the private sector and foreign interests on a wide variety of complex, regulatory and international issues.

### **Knowledge of Specialized Fields (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of a variety of theories, principles, concepts and techniques in the fields of economics, socio-economics, social sciences, financial analysis, and science and technology research and analysis and also knowledge of the communications techniques negotiation, consultation and problem-solving. The work also requires knowledge of macro- and microeconomic theories and principles, the political, economic, and social structures in Canada and the principles and rationale that underlie federal policy interests and program responsibilities, principles of sound financial management and science and technology research and analysis to advise and recommend on national and international policy positions, initiatives and objectives, and provide technical expertise and leadership on market access, investment, regulatory issues and strategies, and international issues, developments and relations. The work requires knowledge of principles, theoretical base and techniques of statistics, trends, market, impact, and data analysis, investment, cost-benefit, and risk analysis to understand and assess interrelationships.

**Contextual Knowledge (Skill)****Degree: 6 Points: 105**

The work requires knowledge of the mission, mandate, programs, objectives, organizational structure, current strategic directions, program delivery mechanisms, management philosophy, values, and culture of the department synthesized with knowledge of Government of Canada business lines, policies, processes and machinery of government, Cabinet and ministerial decision making, regulatory processes and policies, the trade and foreign policy of Canada, national and international emerging trends relative to the portfolio area and policy strategies/initiatives and objectives of industry and the private sector, provincial/territorial governments, other countries and non-governmental organizations. The work requires knowledge of horizontal issues and national and international emerging trends relative to the portfolio area, and knowledge of client organizations' policies and programs and the broader policy framework within which they operate, in order to anticipate, ascertain and interpret the intent and strategic implications of high profile client/stakeholder policy positions and strategies. The work requires knowledge of legislation, policies and programs related to policy development and implementation and the political, social and economic contexts which impact them.

**Research and Analysis (Skill)****Degree: 6 Points: 210**

The work involves leading complex, multi-dimensional and interrelated economic, socio-economic, financial, environmental and sustainable development research studies and projects to develop program frameworks, strategies, options and policy positions; and analyzing, developing and recommending market access and investment strategies. The work also requires initiative and creativity to conceptualize new horizontal approaches which are in harmony with overarching government goals and policy objectives and which comply with existing legislation, despite a lack of precedents and historical context, as well as the immediacy of the problem. The work also involves ensuring that complex statistical findings and analyses are properly conveyed and effectively used, particularly by senior decision makers, in order to avoid potentially costly or disastrous interpretation of critical data; and to study and report on unfavourable qualitative and quantitative data and influence acceptance of conclusions drawn from that data. The work also involves identifying serious gaps in information and researching and developing remedial measures; analyzing option strengths and weaknesses; and continually developing and maintaining authoritative knowledge of the vision and strategic directions of departments/agencies, national and international trends and developments across governments and mandates.

**Physical Effort (Effort)****Degree: 1 Points: 3**

The work requires sitting for prolonged periods in front of a computer when conducting research, reviewing and preparing presentations, briefing notes and memorandum to Cabinet.

**Sensory Effort (Effort)****Degree: 1 Points: 2**

The work requires extended eye focus when reviewing detailed information and data, and visually scanning long documents or draft policy documents prepared for senior management or for representatives of other departments, other governments, or private industry to ensure specific words are either included or excluded or stated in plain language to suit the intended audience.

**Working Conditions (Working Conditions)****Degree: 2 Points: 8**

The work is conducted in an office environment, and routinely requires managing a heavy workload, multiple and conflicting priorities and responsibilities, and stress associated with the delivery of authoritative documentation, advice and options to senior management on an urgent or priority basis, and errors in judgment carry potentially serious consequences. The work also involves extended international travel.

## Benchmark 19: Senior Negotiator

**Point Rating:** 8/210, 4/90, 7/180, 5/80, 5/80, 5/165, 2/4, 1/2, 3/12 (**Total: 823 pts**)

**Level:** EC-08

### Organization Context and Summary

Under the general guidance of a senior executive, conducts, leads and manages, as Chief Federal Negotiator, the negotiation or addressing of matters related to constitutionally protected claims, historic treaties and self-government negotiations with recognized Aboriginal groups within a specific geographic area on behalf of the Government of Canada.

### Duties

Within the specific geographic area:

- Conducts, leads and manages, as Chief Federal Negotiator, constitutionally protected claims, treaty and self-government negotiations with recognised Aboriginal Groups.
- Directs and manages a multidisciplinary team, which may include representatives of territorial/provincial governments in negotiations. Develops negotiating positions, drafts negotiating mandates and explains the factors that were considered and incorporated in their development (e.g., historical events, departmental policies and guidelines, linkages to other agreements and ongoing negotiations) for approval by the Minister, departmental executives and an interdepartmental caucus.
- Leads negotiations with provincial/territorial governments in respect of all aspects of negotiations including implementation, jurisdiction, cost-sharing and other issues affecting each set of negotiations.
- Develops and maintains leading edge management models, analytical frameworks and mandates and approaches to address the unique and specific needs of processes.
- Manages development of efficient, effective administrative systems, which support the entire negotiation process and ensure their ongoing evaluation and enhancement with a view to their applicability in other areas of the region and across the department. Provides timely and accurate reports with respect to the status of any/all negotiation tables and for the preparation for the annual review of tables with the Minister.
- Directs or assists multidisciplinary teams in the research of issues and development of policies affecting negotiations with Aboriginal groups and third parties. Leads the implementation and ongoing assessment of departmental policies with respect to treaties, self-government, and comprehensive claims as well as the development of issue-specific operational policies within the specified geographical context.
- Establishes and maintains consultative frameworks and mechanisms to support negotiations through the identification and representation of third party interests (industry, special interest groups, and other aboriginal groups) in the development of negotiating positions.
- Provides research and analysis to support development of a comprehensive planning framework, and annual update of a master plan, identifying all parties, their involvement and substantive issues such as culture and heritage, definitions, dispute resolution, environmental management and First Nations government.

### Decision Making (Responsibility)

**Degree: 8      Points: 210**

Develops, devises, recommends and secures approval of negotiating positions, approaches, mandates and strategies; builds complex mandates and strategies with sufficient flexibility to adjust to new and emerging financial, legal, political, economic and international events which affect the First Nations/Government of Canada relationship.

Decisions and recommendations relate to the composition, direction and management of multidisciplinary negotiating teams, including members of provincial/territorial governments. Develops and maintains leading edge management models and analytical frameworks to address unique needs. Furthermore, the work identifies and resolves problems related to the negotiation of claims, treaties and self-government agreements in the geographic area and detects issues and impacts by analyzing each table/case on its own merits and assessing appropriate measures to be taken within the existing policy or legislative framework. Conducts an in-depth review of the acts, regulations and jurisprudence and policies within tight deadlines and makes determinations on the complexity of changes in policies and procedures required while working concurrently on other claims or priority issues for the Branch. Decisions and recommendations deal with unanticipated external constraints and interventions by other government departments and stakeholders that have the

potential to alter the negotiating environment and context. The goal is to meet the requirement to negotiate long-term claims and agreements which are constitutionally protected, while protecting the interests of the Government of Canada.

Decisions and recommendations affect how third parties perceive the government attitude in balancing the competing interests of various groups with a direct interest in negotiations and the development of negotiating responses and positions.

## Leadership and Operational Management (Responsibility)

**Degree: 4      Points: 90**

Manages subordinate supervisors and managers, recruits and selects staff, organizes the workplace, determines work responsibilities and accountabilities, establishes work objectives and monitors their achievement; mentors and coaches staff, prepares and discusses annual performance reviews with individual staff members, takes disciplinary actions, promotes a culture of continuous learning and provides training and development opportunities and promotes and demonstrates, by own actions, the corporate values of the department. The work also involves allocating budgets and managing and evaluating the activities of multidisciplinary negotiating teams, setting the priorities and work objectives and determining the skill sets required and for the negotiation of claims, treaties, self-government agreements in the geographic area, and related policy research. Furthermore, the work involves analyzing and controlling spending in order to ensure effective use of budgeted funds, forecasting financial problems and taking remedial action; it also involves tracking monthly expenditures against planned targets, identifying and investigating the reasons for variances, and recommending line object reallocations to correct variances, to meet unplanned expenditures, and to ensure that the work of the Unit is not impeded due to unnecessary financial constraints.

## Communication (Skill)

Degree: 7 Points: 180

The work also requires the development and implementation of comprehensive communications strategies, media relations approaches, and public education plans tailored for use with stakeholders (the public, industry, non-governmental organizations, other governments etc.) within the specified geographic area. Skill is needed to lead public consultations and communications including the use of various mediums; to convey and receive information in awkward, pressured and sensitive situations; to build consensus and defend the government's position on divisive issues of major importance to First Nations where there are widely diverse opinions; to persuade and influence team members, senior officials and other parties at the negotiation table; to secure views and opinions of the majority as opposed to vocal minorities; to significantly adapt messages to different audiences and present complex and persuasive arguments throughout the negotiation process; and to inform the public of the results of the negotiations, promote the legitimacy of claims negotiations and maximize public support for settlements.

## **Knowledge of Specialized Fields (Skill)**

**Degree: 5 Points: 80**

The work requires knowledge of the theories of several social science disciplines including history, sociology and political economy to research and analyze a wide range of constitutional and treaty positions of the federal, provincial and territorial governments and national Aboriginal organizations. This information is required to understand the priorities and positions of these provincial and territorial governments on a wide range of political, social and fiscal issues impacting self-government policy, and aboriginal programs subject to negotiation. Negotiations can be either broadly or narrowly focused; the subject topics could include, but are not limited to: housing, education, water supply, economic development, and cultural development, all of which can have social, financial and economic effects on First Nations organizations and the fiscal position of the Government of Canada.

The work requires knowledge of the theories and principles of negotiations including: definition and securing agreement on the issues to be negotiated and the objectives of the negotiation; identification of the primary interest of other side and closure techniques. This information is required to successfully conclude negotiations.

## Contextual Knowledge (Skill)

**Degree: 5 Points: 80**

Knowledge is required of the structure of the department, its mandate, programs and policies; the history and relationship of the department and First Nations around the negotiation of claims, treaties, agreements and other contracts and obligations, their management and administration, the strengths of the relationship and areas of stress and the underlying causes to identify and use best practices in current negotiations and to recognize and avoid circumstances and conditions that constrain the negotiating process or that could result in agreements that contain the potential for abrogation or nonfulfillment; the mandate, key interests and concerns of other government departments and agencies; the current

social/economic/political dynamics and circumstances of the First Nations organizations in the geographic area, with claims against the government; the approaches and policies guiding the provincial and territorial governments in the geographic area concerning provincial/territorial jurisdictions and First Nations (such as education, social services, forestry, fishing, hunting, trapping, mineral resources and land tenure); and relevant sections of acts, legislation and regulations that govern the relationship of the Government of Canada with First Nations.

This knowledge is used to develop negotiating strategies to ensure that the negotiations and agreements are consistent with the policies and priorities of the department; that the department's objectives, relevant statutes, legal principles and jurisdictional concerns are properly addressed in the negotiated claim and self-government agreements; that key interests and concerns of other government departments are addressed in negotiations; and to ensure acceptance and simplify implementation of the agreements.

#### **Research and Analysis (Skill)**

**Degree: 5 Points: 165**

The work involves researching, reviewing, analyzing and interpreting jurisprudence, claims, treaties, and self-government agreements, policies and procedures, and understanding the nature, priority, impact and validity of the claims, positions, alternatives and conclusions presented by other parties at the negotiating table within a specific geographic area. The work involves identifying and developing appropriate mandates and strategies to incorporate a balanced approach among governments', Aboriginal groups' and third parties' concerns. Moreover, the work requires significant judgment and innovation as the negotiations are extremely complex, requiring the development of arguments to be presented to the other negotiating parties. Furthermore, the work is multifaceted as the negotiations frequently change topics and priorities and are driven by financial, legal, political and international aspects, especially by everyone's perception of how government balances the competing interest in various groups.

#### **Physical Effort (Effort)**

**Degree: 2 Points: 4**

The work requires sitting for intermittent periods when reading and preparing documents and participating in negotiation sessions. The work also requires long distance travel to remote First Nations communities by small aircraft, cars, all-terrain vehicles, boats and trucks on secondary roads and bulky self-protection gear such as life jackets or heavy winter gear and to load and off-load heavy briefcases with required documentation, a personal computer and other communication equipment and personal baggage. This can also occur, on occasion, in unsteady conditions such as when off-loading from a seaplane.

#### **Sensory Effort (Effort)**

**Degree: 1 Points: 2**

The work requires extended eye focus when reviewing detailed information and data, and visually scanning long documents or draft policy documents prepared for senior management or for representatives of other departments, other governments, First Nations, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded.

#### **Working Conditions (Working Conditions)**

**Degree: 3 Points: 12**

The work requires long-distance travel to remote First Nations communities by small aircraft, cars, snowmobiles, all-terrain vehicles, boats and trucks on secondary and other poorer quality roads. There is a requirement to deal with a lack of privacy and to face difficult and confrontational negotiating parties during late night and extended negotiating sessions. There is also a need to deal with numerous interruptions, frequent time pressures, multiple and changing priorities and tight deadlines.